



# CHAIRMAN'S REPORT



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS

30 April 2013

*His Excellency*

**BENIGNO S. AQUINO III**

President of the Republic of the Philippines  
Malacañang, Manila

Dear Mr. President,

I have the honor to submit, pursuant to Section 5(k) of Republic Act No. 10149, otherwise known as the "GOCC Governance Act of 2011," the *2012 Annual Report* of the Commission.

The Report provides an overview of the progress made since the Commission's *First 200 Days Report* in reforming the GOCC Sector and fulfilling the vision of R.A. No. 10149 for GOCCs. Accordingly, the report details the activities undertaken and the progress achieved by the Commission and provides the latest information on the performance of the GOCC Sector.

Trusting that you will find the 2012 Annual Report of the Commission useful for the promotion of good governance in the GOCC Sector, and in realizing the potential of GOCCs to be significant tools for economic development in our country.

Very truly yours,

  
CESAR L. VILLANUEVA  
Chairman



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS

30 April 2013

*The Honorable*  
**JUAN PONCE ENRILE**  
President, Philippine Senate  
GSIS Complex, Pasay City

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CESAR L. VILLANUEVA  
*Chairman*



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**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS

30 April 2013

*The Honorable*  
**FELICIANO R. BELMONTE, JR.**  
Speaker, House of Representatives,  
National Government Center  
Quezon City

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Trusting that you will find the 2012 Annual Report of the Commission useful for the promotion of good governance in the GOCC Sector, and in realizing the potential of GOCCs to be significant tools for economic development in our country.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'Cesar L. Villanueva'.  
**CESAR L. VILLANUEVA**  
Chairman

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# EXECUTIVE SUMMARY

## KEY POINTS

The GCG marked its first full year of operations in 2012 after being constituted on October 2011. While starting up proved to be quite challenging, the Commission quickly went to work in trying to fulfill its various mandates.

### ***Adoption of Organic Documents***

The Fit and Proper Rule, Ownership Manual, and Code of Corporate Governance were formally approved by H.E. President Benigno S. Aquino III on November 2012 and were adopted by the Commission on the same day as Memorandum Circular Nos. 2012-05, 2012-06 and 2012-07, respectively. These laid the foundations on which the GCG would build an effective “central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies” over the GOCC sector to ensure financial viability, fiscal discipline and a more significant role in the country’s economic development.

### ***Development of Compensation System***

The Commission, together with Towers Watson, formally started the development of the Compensation and Position Classification System (CPCS) for the GOCC Sector on 21 September 2012. It is now on Phases III and IV out VII and is targeted for submission to the President on September 2013.

### ***Reclassification of GOCCs***

From only seven sectors in 2011, the GCG reclassified GOCCs into eight sectors with the GFI sector being further classified into three:

1. Government Financial Institutions
  - a. Banking Institutions
  - b. Non-banking Institutions
  - c. Social Security Institutions
2. Trade, Area Development and Tourism
3. Educational and Cultural
4. Gaming
5. Energy and Materials
6. Agriculture, Fisheries and Food
7. Utilities
8. Information and Communications



## Rationalization, Reorganization and Filling Up

In 2012, the Commission completed the Rationalization/Reorganization of three (3) major GOCCs – Government Service Insurance System (GSIS), Philippine Postal Corporation (PhilPost), and the National Power Corporation (NPC). In addition to creating a more responsive organizational setup and strengthening the manpower of the GOCCs, these are also estimated to yield savings of over ₱570 Million per annum for the Government.

The GCG also processed the request of 13 GOCCs to fill up vacant positions in their plantilla as an exemption to the moratorium imposed by E.O. 366, and approved the hiring of personnel for a total of 493 regular and non-regular positions.

### **Dispositive Action**

The GCG formally declared some twenty (20) GOCCs as Dissolved, Liquidated or Inactive, bringing the total number of active GOCCs under its jurisdiction to only 125 as of 03 January 2013 despite the discovery of an additional 17 GOCCs the past year.

The overall profile of the remaining 125 covered GOCCs as of December 2012 is as follows:

<b>Total Assets</b>	: ₱5.134 Trillion or over US\$125 Billion
<b>Total Liabilities</b>	: ₱2.805 Trillion
<b>Net Worth</b>	: ₱2.329 Trillion
<b>Equity</b>	: A 60% reduction from ₱2.260 Billion in 2011 to ₱900 Million in 2012
<b>Subsidies</b>	: Decreased by 20% from ₱50.442 Billion in 2011 to ₱40.489 Billion in 2012
<b>Net Lending</b>	: Increased by 52% from ₱17.885 Billion in 2011 to ₱27.267 Billion in 2012
<b>Net Income</b>	: Increased from ₱127.282 Billion in 2011 to ₱224.144 Billion in 2012.
<b>Dividends</b>	: Increased by an average of 22.7% in the last six years (includes BSP) with ₱19.9 Billion dividends collected in 2012 and an estimated ₱18.1 Billion in 2013.





# GCG FINANCIAL REPORT

## TRANSPARENCY AND ACCOUNTABILITY

Based on Republic Act No. 10155 for FY 2012, the GCG was given a total appropriation of ₱100.00 Million. The appropriation was distributed to Personal Services (PS), Maintenance and Other Operating Expenses (MOOE) and Capital Outlay (CO) in the amount of ₱60 Million, ₱30 Million and ₱10 Million, respectively.

The Commission was constituted only in October 2011. Thus, in 2012, GCG began the process of setting up its operations by obtaining office space, contracting highly qualified consultants, and training its people to equip them with the necessary competencies for efficiently delivering their public service missions.

The FY 2012 total fund utilization of GCG was more than half of its allotment. The major factor that contributed to the low fund utilization of the Commission was mainly due to the delay in CO expenditures, namely of acquisition and renovation of the principal office, as well as the procurement of furniture, fixtures, office equipment and information technology equipment. The Commission will utilize its FY 2012 CO unused funds in the following year.

The downpayment for the acquisition of the principal office, which constitutes the bulk of the CO expenditures, was released only in December of 2012. The contract to sell was finalized and executed in January of 2013.

The procurement process for the other CO expenditures were also undertaken during the second semester of FY 2012. The key project however, procurement of civil works for the renovation of the principal office, went through a failure of bidding. All of the other procurement projects were contingent on the renovation and thus had to be pushed back since it would have been costly for the Commission to procure these items ahead and then pay storage fees.

The GCG personnel serving in an *ad hoc* basis on the Bids and Awards Committee (BAC) and the BAC Secretariat carefully re-examined the terms of the bidding documents and the cause of the failure of the bidding. The project was rebid during the last quarter of FY 2012 and awarded in December 2012, followed shortly by the awarding of the contracts of the other CO expenditures in the succeeding months.

Below is the summary of the allotment/budget compared to the actual utilization of funds and utilization rates by allotment classification:



**Table 1**  
**Budget Allotment and Utilization**

Allotment Classification	2012 Allotment/Budget 01 Jan to 31 Dec (₱ Million)	2012 Actual 01 Jan to Dec (₱ Million)	% of Utilization
<b>Current Year Budget</b>			
Personal Services	14.88	14.16	95.14
Maintenance and Other Operating Expenses	30.66	29.17	95.16
Capital Outlay	58.76	16.92	28.79
<b>Total</b>	<b>104.30</b>	<b>60.25</b>	<b>57.77</b>
<b>Prior Year's Budget</b>			
Maintenance and Other Operating Expenses	3.02	3.02	100.00
Capital Outlay	1.33	1.33	100.00
<b>Total</b>	<b>4.35</b>	<b>4.35</b>	<b>100.00</b>
<b>Grand Total</b>	<b>108.65</b>	<b>64.60</b>	<b>59.46</b>

**Table 2**  
**Movement of Allotment from/to Each Account Classification**

Allotment Classification	RA 10155 and Contingent Fund (₱ Million)	Actual (₱ Million)
<b>Current Year Budget</b>		
Release of Allotment for PS	14.30	14.30
Realignment from MOOE (Prior Year) to PS (Prior Year)	-	0.58
Realignment from PS to CO	44.42	-
Unreleased Allotment	1.28	-
<b>Total PS</b>	<b>60.00</b>	<b>14.88</b>
Release of Allotment for MOOE	30.00	30.00
Realignment from CO to MOOE	-	0.66
<b>Total MOOE</b>	<b>30.00</b>	<b>30.66</b>
Release of Allotment for CO	9.34	9.34
Realignment from CO to MOOE	0.66	-
Realignment from PS to CO	-	44.42
Release of Additional Allotment for CO	-	5.00
<b>Total CO</b>	<b>10.00</b>	<b>58.76</b>
<b>Total Current Year Budget</b>	<b>100.00</b>	<b>104.30</b>
<b>Prior Year's Budget</b>		
Contingent Fund	10.00	-
MOOE	-	3.60
Realignment from MOOE (Prior Year) to PS (Current Year)	-	(0.58)
CO	-	1.33
<b>Total Prior Year's Budget</b>	<b>10.00</b>	<b>4.35</b>
<b>GRAND TOTAL</b>	<b>110.00</b>	<b>108.65</b>

## GCG Financial Statements

### Unaudited Statement of Income and Expenses

For the Period Ended 31 December 2012

<b>INCOME</b>		
Subsidy Income from National Government	51,166,021	
Less: Unused Notice of Cash Allocation	3,117,156	48,048,865
<b>Other Income</b>		
Fines and Penalties	916	
Miscellaneous Income	109,000	
Other Fines and Penalties	791	110,707
<b>Gross Income</b>		48,159,572
<b>Less: EXPENSES</b>		
Salaries and Wages-Regular	9,852,107	
Personnel Economic Relief Allowance	417,364	
Representation Allowance	624,000	
Transportation Allowance	624,000	
Clothing/Uniform Allowance	60,000	
Honoraria	36,000	
Cash Gift	199,948	
Mid-Year Bonus	914,160	
Life and Retirement Insurance Contributions	1,187,393	
Pag-Ibig Contributions	19,750	
Philhealth Contributions	60,800	
ECC Contributions	20,600	
Other Personnel Benefits	141,800	
Traveling Expenses-Local	74,775	
Training Expenses	1,097,527	
Office Supplies Expenses	452,181	
Gasoline, Oil & Lubricants Expenses	20,058	
Other Supplies Expenses	10,926	
Postage and Deliveries	58,473	
Telephone Expenses-Mobile	339,623	
Advertising Expenses	55,955	
Rent Expenses	11,902,843	
Printing and Binding Expenses	16,646	
Representation Expenses	431,078	
Subscription Expenses	24,870	
Legal Services	5,200	
Other Professional Services	12,051,380	
Repairs and Maintenance-Office Equipment	13,282	
Repairs and Maintenance-Motor Vehicles	8,026	
Extraordinary Expenses	415,833	
Miscellaneous Expenses	246,000	
Taxes, Duties and Licenses	57,558	
Insurance Expenses	95,998	

Depreciation Expense - Office Equipment	3,707	
Depreciation Expense - IT Equipment	123,226	
Depreciation Expense - Motor Vehicles	128,282	
<b>Total Expenses</b>		41,791,368
<b>Excess of Income Over Expenses</b>		<b>6,368,204</b>

**Unaudited Balance Sheet**  
As of 31 December 2012

<b>CURRENT ASSETS:</b>		
Cash		
Cash - Collecting Officer	109,000	
Petty Cash Fund	20,000	
Cash-National Treasury, MDS	31,320	
Cash in Bank - Local Currency, Current Account	37,000,000	37,160,320
Receivables		
Advances to Officers and Employees		74,108
Inventories		
Office Supplies Inventory		619,065
Other Current Assets		
Guaranty Deposits		4,098,663
<b>Total Current Assets</b>		<b>41,952,156</b>
 <b>PROPERTY, PLANT AND EQUIPMENT</b>		
Office Equipment	140,390	
Less: Accum. Dep'n.-Office Equipment	3,707	136,683
IT Equipment and Software	2,196,350	
Less: Accum. Dep'n-IT Equipment & Software	123,226	2,073,125
Motor Vehicles	3,932,000	
Less: Accum. Dep'n-Motor Vehicles	128,282	3,803,718
<b>Total Property, Plant and Equipment</b>		<b>6,013,525</b>
<b>TOTAL ASSETS</b>		<b>47,965,681</b>
 <b>LIABILITIES:</b>		
Accounts Payable		3,755,000
Due to Officers and Employees		31,320
Due to BIR		731,932
Due to GSIS		5,340
Due to PAG-IBIG		245
Due to PHILHEALTH		4,988
Due to Other NGA's		37,000,000
Tax Refunds Payable		68,651
Total Liabilities		41,597,477
 <b>EQUITY:</b>		
Government Equity <sup>3</sup>		6,368,204
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>47,965,681</b>

<sup>3</sup> This refers to the excess of income over expenses.



# GCG PERFORMANCE OF MANDATE

## A CENTRAL ADVISORY, MONITORING, AND OVERSIGHT AGENCY

### ***Reclassification of GOCCs***

The Commission continuously worked on reclassifying the GOCCs into different sectors and sub-sectors based on their mandates and functions in order to manage them better. The revision of ***Annex A – Classification of GOCCs by Sector*** was done towards improving precision in reflecting the GOCCs' core businesses as opposed to the social impact intended in their respective mandates. The revision was also done for better consistency with other industry listings such as those of the Philippine Stock Exchange and Standard & Poor. The new groupings are as follows:

**Table 3**  
**Revision of GOCC Sectors and Subsectors**

2011 Sectors	2012 Sectors
1. Government Financial Institutions	1. Government Financial Institutions
	a. Banking Institutions
	b. Non-banking Institutions
	c. Social Security Institutions
2. Commercial, Trade and Tourism	2. Trade, Area Development and Tourism
3. Social Services and Housing	3. Educational and Cultural
	4. Gaming
4. Power	5. Energy and Materials
5. Land and Water Resources	6. Agricultural, Fisheries and Food
6. Transport, Infra, Communications	7. Utilities
7. Support Services	8. Information and Communications

### ***Review of GOCCs for Dispositive Action***

The Commission immediately went to work, guided by the standards set by R.A. No. 10149 in determining the dispositive action for GOCCs, to wit:

1. The functions or purposes for which the GOCC was created are no longer relevant to the State or no longer consistent with the national development policy of the State;

2. The GOCC's functions or purposes duplicate or unnecessarily overlap with functions, programs, activities or projects already provided by a Government Agency;
3. The GOCC is not producing the desired outcomes, or no longer achieving the objectives and purposes for which it was originally designed and implemented, and/or not cost efficient and does not generate the level of social, physical and economic returns vis-à-vis the resource inputs;
4. The GOCC is in fact dormant or nonoperational;
5. The GOCC is involved in an activity best carried out by the private sector; and
6. The functions, purpose or nature of operations of any group of GOCCs require consolidation under a holding company.

The GCG formally declared some twenty (20) GOCCs as Dissolved, Liquidated or Inactive, bringing the total number of active GOCCs under its jurisdiction to only 125 as of 03 January 2013. The number of GOCCs under GCG jurisdiction decreased despite the discovery of an additional 17 GOCCs that had been created through the Securities and Exchange Commission (SEC). The GOCCs declared as such were the following:

- |   |   |
|---|---|
| 1. Anchor Estate, Inc.                      | 11. Manila Gas Corporation                            |
| 2. CDCP Farms Corp.                         | 12. Meat Packing Corporation of the Philippines       |
| 3. Clark Polytechnic Development Foundation | 13. Metro Transit Organization, Inc.                  |
| 4. First Centennial Clark Corp.             | 14. Paskuhan Development, Inc.                        |
| 5. GSIS Mutual Fund, Inc.                   | 15. Phil. Centennial Expo '98 Corp.                   |
| 6. GSIS Properties, Inc.                    | 16. Philippine Fruits and Vegetables Industries, Inc. |
| 7. Inter-Island Gas Service, Inc.           | 17. Philpost Leasing and Financing Corp.              |
| 8. LBP Financial Services SpA (Rome, Italy) | 18. San Carlos Fruits Corp.                           |
| 9. LBP Remittance Company (USA)             | 19. Tierra Factors Corp.                              |
| 10. LBP Singapore Representative Office     | 20. Traffic Control Products Corp.                    |

### ***Reorganization and Streamlining***

**T**wo of the most important functions of the GCG are the reorganization and streamlining of GOCCs. These crucial activities are done in close

coordination with the GOCC to help ensure their financial viability and promote fiscal discipline.

As a matter of policy, GCG tries to come to an agreement with the GOCC submitting its plan for reorganization or streamlining. This is intended to balance the goals of ensuring the adoption of best practices and recognizing the operational autonomy of each GOCC since each GOCC's Governing Board is in a better position to know the corporation's needs and unique circumstances. This is done through the formation of Technical Working Groups (TWGs) consisting of Corporate Governance Officers from GCG and the Change Management Team of the GOCC, which also includes a representative from the duly recognized union of the GOCC.

In 2012, the Commission completed three (3) major GOCCs:

### **GSIS Reorganization**

The GSIS Reorganization was primarily aimed at improving Service Responsiveness through decentralization, among others. Branches have been empowered and equipped to process all kinds of transactions unlike in the old setup wherein members had to go to regional offices, satellite offices or even the head office depending on the transaction they needed to do. This promotes efficiency, effectively shortening the processing period and significantly improving the service to members.

Key changes of the Reorganization include the removal of the regionalization concept among the branch offices, abolishing 16 Regional Offices and decentralizing its functions in order to establish a one-stop-shop setup. The branches were categorized into big, medium and small, and then geographically divided into three (3) functional groups, namely: Luzon, NCR, and Visayas-Mindanao (VisMin). To improve accessibility, the reorganization also established extension offices for branches serving members who resided in far-flung or remote areas, and a help desk in the municipal offices for small populated areas.

The Reorganization reduced GSIS' existing plantilla by 5% or 156 positions (from 3,287 to 3,131), which resulted in an estimated savings of P227.61 million or 6.7% of the GSIS budget for Personal Services.

### **Philippine Postal Corporation Rationalization Plan**

The Rationalization of Philippine Postal Corporation (PPC) was crucial and long overdue in light of the continued downturn in mail patronage brought about by e-mail services and other technological developments. One of PPC's main problems had also been the motivation of its work force since the compensation level of its personnel had only been at 50% of the 1st tranche (2009 levels) of SSL III.

Accordingly, PPC's Rationalization further trimmed down its organizational structure to a sustainable level with the following strategic thrusts:

- a. From a government bureau mentality to that of a business enterprise operating under a very competitive environment;
- b. Continue maintaining universal service, allowing other means of access to non-profitable areas;
- c. Identification of opportunities to improve service delivery towards better customer satisfaction;
- d. Streamlining the number of Postal Regions from fourteen (14) to nine (9); and
- e. Making use of ICT/e-commerce opportunities.

PPC's Rationalization provides for 64 organizational units and 7,043 positions, which was a significant decrease from 85 organizational units and 12,727 filled positions. The rationalization is projected to significantly reduce PPC's Personnel Services cost. The savings were used to implement the 4th tranche of the Salary Standardization Law (SSL III), and still leave an estimated savings of P164.25 Million. More importantly, the implementation of the 4th tranche reinvigorated the motivation of PPC's workforce.

### **National Power Corporation Reorganization**

The need for the reorganization of NPC was brought about by the privatization of its power generating assets in Luzon and Visayas. With the privatization, there was a need to revisit and review NPC's corporate structure to determine its relevance based on its mandate.

Under Section 2 of its Charter, (R.A. No. 6395), NPC was mandated "to undertake the development of hydroelectric generation of power and the production of electricity from nuclear, geothermal and other sources, as well as the transmission of electric power on a nationwide basis."

Key changes of the Reorganization include the reduction of NPC's organizational units from 263 to 144. Corresponding to the decrease in organizational units is a significant reduction of its staffing complement; from 4,781 to 2,455. This in turn translates to a reduction of the PS Cost of NPC by 10.65% or a total savings of approximately P181 Million.

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<sup>4</sup> Only 9,979 positions were filled at the time of the RP.

The Commission also started processing three (3) other GOCCs:

### **MWSS Reorganization**

MWSS is an engineering project-based corporation mandated to develop and maintain waterworks systems within its jurisdiction, particularly in Metro Manila. The present Administration undertook an active role in establishing the Water Security Legacy Program (WSLP) not only for the benefit of the general public but also to accomplish the purpose for which MWSS was created. In order to obtain results, the corporation needs an effective, adequate and competent manpower structure in the execution and monitoring of its upcoming ₱80 Billion worth of projects, and in incorporating innovative international practices and standards. Since the employee ratio of MWSS presently reflects the dominance of support personnel over technical personnel, the Reorganization will accordingly shift MWSS' focus on its important objectives and develop it as a more significant tool for economic development.

Under the existing MWSS authorized plantilla of one hundred fifty three (153) personnel, the annual payroll cost (basic salary) amounts to ₱59.6 Million. Under the proposed staffing complement of MWSS consisting of one hundred twenty-eight (128) personnel, the annual payroll cost will be reduced to ₱55.81 Million, equivalent to a 6.37% decrease. This is further accompanied by a corresponding increase in the ratio of support personnel vis-à-vis technical personnel; from 1.00 : 0.78 to 1.00 : 1.18.

### **Philippine Charity Sweepstakes Office Rationalization Plan**

The PCSO RP is geared towards creating a more efficient and results oriented structure that will realign the major functions of the agency. Specifically, the RP aims to enable PCSO to achieve the following:

- a. Reinforcement and professionalization of the PCSO workforce;
- b. Expansion of services through the establishment of more branches;
- c. Spreading out of social services/charity programs to serve more indigents and needy beneficiaries;
- d. Strengthening revenue generation by increasing sales, implementing new games and marketing strategies, and establishing a more efficient collection system;
- e. Upholding/revival of sweepstakes operations; and
- f. Computerization/Automation of systems and procedures.

PCSO's RP will cover a revised organizational structure of 159 organizational units and a 22% reduction in plantilla positions. Under the existing PCSO authorized plantilla of 2,223 positions and 571 casuals and

confidential agents (before RP), its annual total basic salary cost amounts to ₱705.49 Million. With the full implementation of the proposed RP with only 1,726 authorized plantilla, PCSO's annual total basic salary cost will be reduced by 13.34% or ₱94.14 Million to ₱611.35 Million.

### TIEZA Reorganization Plan

The passage of the “*Tourism Act of 2009*” (R.A. No. 9593) renamed the Philippine Tourism Authority (PTA) to Tourism Infrastructure and Enterprise Zone Authority (TIEZA) with the additional mandate to develop and regulate Tourism Economic Zones (TEZs), and develop tourism infrastructure. Highlights of its proposed Reorganization are:

- a. Creation of a new sector entitled Tourism Enterprise Zone (TEZ) Management Sector headed by an Assistant Chief Operating Officer to provide support structures for the new mandate/functions as provided in R.A. No. 9593;
- b. Strengthen existing structures to enable TIEZA to continue performing its functions under Presidential Decree No. 564 (i.e. retitling and upgrading of units); and
- c. Decrease in the number of regular plantilla positions from 756 to 654.

### Approval of Hiring

Executive Order (E.O.) No. 366 series of 2004, mandated all government agencies and GOCCs to conduct a strategic review of their operations and functions towards preparing rationalization plans (RPs). To enforce the submission of the RPs, E.O. No. 366 imposed a moratorium on the hiring of regular and non-regular plantilla positions until such time that GOCCs rationalize their respective organizations. Pending the planning and evaluation of their respective RPs, thirteen (13) GOCCs last year sought authority from the GCG to fill up vacant positions as an exemption to the moratorium and to avoid interruption of vital operations and key services. Accordingly, GCG evaluated and approved the hiring of a total of 493 regular and non-regular positions, 83% of which were regular plantilla positions. The approvals were limited to instances where there was a reasonable degree of certainty that the positions that would be filled up would not be abolished upon rationalization.



**Table 4**  
**Number of Approved Hirings Pending Rationalization**

REQUESTING GOCC GOCC Name	GRANTED/AUTHORIZED POSITIONS						Total	
	Plantilla/ Regular	Non-Regular			COS	Subtotal		
		Casual	Contractual					
1 Philippine Ports Authority	38	-	-	-	-	-	38	
2 Manila International Airport Authority	-	4	34	-	-	38	38	
3 Philippine Aerospace Development Corporation	4	-	-	-	-	-	4	
4 People's Television Network, Inc.	-	-	25*	1*	26*	26		
5 Light Rail Transit Authority	-	-	6*	-	-	6	6	
6 Philippine Sugar Corporation	3	-	-	-	-	-	3	
7 National Dairy Authority	2	-	-	-	-	-	2	
8 Tourism Infrastructure and Enterprise Zone Authority	21	-	-	-	-	-	21	
9 Metropolitan Waterworks and Sewerage System**	16	-	-	-	13	13	29	
10 Philippine Crop Insurance Corporation	25	-	-	-	-	-	25	
11 National Housing Authority	195	-	-	-	-	-	195	
12 Philippine Coconut Authority	96	-	-	-	-	-	96	
13 Philippine National Oil Company	10	-	-	-	-	-	10	
<b>TOTAL</b>	<b>410</b>	<b>4</b>	<b>65</b>	<b>14</b>	<b>83</b>	<b>493</b>		

\*Approved extension/retention of service

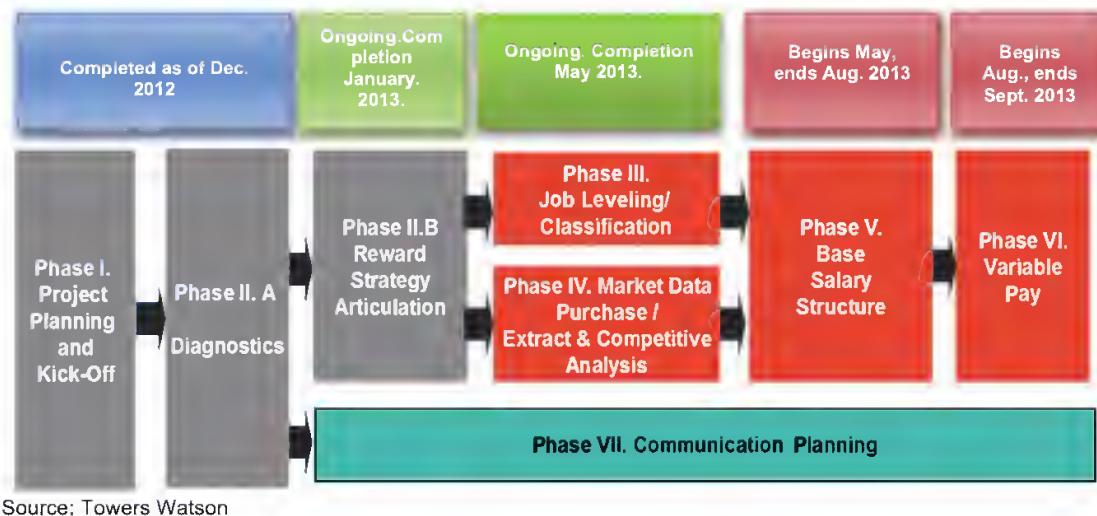
\*\* Includes requests from MWSS Regulatory Office (MWSS-RO) and MWSS Corporate Office (MWSS-CO)

### Development of Compensation System

The GCG formally started the development of the Compensation and Position Classification System (CPCS) for the GOCC Sector on 21 September 2012. Together with **Towers Watson**, the leading human resource (HR) consulting firm in the Philippines, GCG has been working to ensure the timely submission of the CPCS to the President so that the CPCS can be approved and implemented within FY 2013.



**Figure 1**  
**CPCS Timeline**



Source: Towers Watson

Aside from best practices research, GCG and TW have been engaging all GOCCs, including GOCC union representatives, through questionnaires, diagnostic surveys, interviews of key officials and policy-makers, and focus group discussions at every phase of the development of the CPCS.

### Rewards Philosophy and Strategy

The *Rewards Philosophy and Strategy*, which are equivalent to the guiding principles and policies of the CPCS, has been made available on GCG's website. This was formulated with inputs from no less than *His Excellency The President*.



Towers Watson interviews the President for inputs on the CPCS Rewards Philosophy and Strategy

The Overall Rewards Philosophy for GOCCs is as follows:

*Be generally competitive with the private sector doing comparable work in order to attract, engage, and retain the right talent*

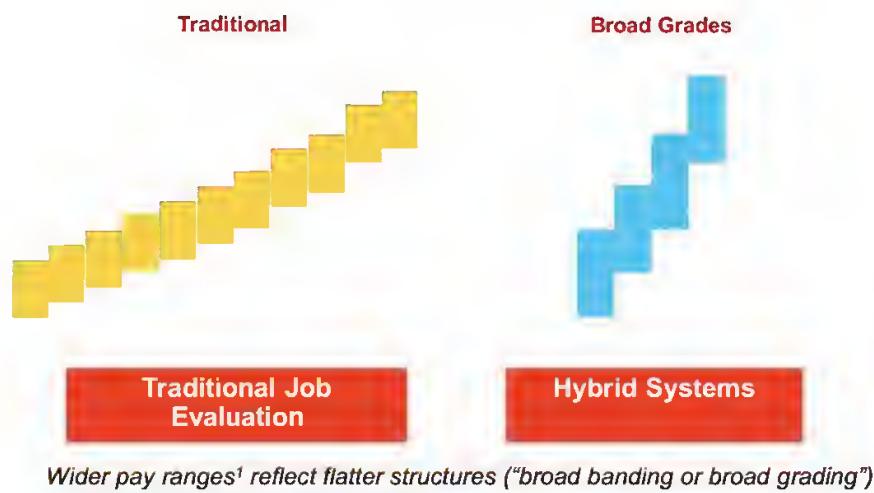
*Ensure reasonable, justifiable, and appropriate remuneration schemes, within affordability limits and sustainability capacities of the GOCCs*

*Provide rewards that support and encourage performance-driven, productive and efficient organizations.*

In turn, the Strategy in developing the CPCS consists of 6 elements:

1. *Balance the need for a uniform system with differentiation by:*
  - (a) GOCC Mandate and Sector
  - (b) Job Level
  - (c) Job Family, as appropriate
2. *Components and Desired Mix of Reward Elements*
  - (a) Compensation mix should be aligned with the respective Sector of the GOCC
  - (b) Higher job levels should have a higher proportion of variable pay
3. *Determination of Job Grade*
  - (a) Review and collapse the 33 salary grades of SSL III into the broad grade structure

**Figure 2**  
Change of Job Grade System



*Wider pay ranges<sup>1</sup> reflect flatter structures ("broad banding or broad grading")*

<sup>1</sup>Pay range refer to the minimum and maximum pay at a given grade

(b) Length of service of the individual employee will not be considered in determining the job grade. However, minimum work experience (in number of years) required to perform the job may be considered.

(c) Differentiate between minimum requirements of the job vis-à-vis preferred qualities such as possession of a postgraduate or masters degree.

4. *Comparison with the private sector*

(a) General/Clerical to Officer/Supervisor jobs: compare with General Industry (same across GOCCs)

(b) Industry-specialist jobs, regardless of job level: Industry-specific

(c) Managerial and Executive jobs: Industry-specific

5. *Market Position Objective*

Target at market median, subject to affordability and sustainability limits on the part of each GOCC

6. *Role of Performance:*

(a) Performance of individuals and GOCC's to which they belong will be a factor in determining pay increases and variable pay/ performance-based incentives

(b) Differentiate among performers and non-performers

Overall, the GOCCs have been eager and active participants in the development of the CPCS. They have also welcomed the participation of Towers Watson and their inputs have been vital in developing the CPCS.





*Discussion between Towers Watson, GCG, and Cabinet Secretary Jose Almendras prior to the President's interview*

### ***Shortlisting of Nominees for the GOCC Governing Boards***

The appointment of Appointive Directors to the Governing Boards of the various GOCCs on an annual basis is one of the key features of R.A. No. 10149 that brings accountability in the GOCC Sector closer to that of the private sector where Directors are elected by the stockholders annually.

A total of 777 out of 1,169 director positions are Appointive Director positions and therefore subject to the one year term imposed by R.A. No. 10149. By virtue of the requirement of the law for the shortlist to consist of at least 150% of the total number of directors to be appointed, the Commission is mandated to shortlist around 1,000 individuals, and vet/eliminate many more in the preparation of the shortlist. This is done in coordination with Clearing Agencies (Sandiganbayan, Civil Service Commission, Ombudsman and National Bureau of Investigation) and the GOCC's Supervising Agency as provided under GCG MC No. 2012-04. Coordination with the Supervising Agency is particularly important for enhancing, from the outset, the policy and program coordination process with the Governing Board.

**Table 5**  
**Breakdown of Director Positions Subject to Shortlisting Process**

<b>GOCCs Covered by R.A. No. 10149</b>	
<b>Total No. of Appointive Directors</b>	758
<b>Total No. of Ex Officio Directors</b>	326
<b>Subtotal</b>	1,081
<b>Economic Zone Authorities (EZAs) and Research Institutions (RIs)</b>	
<b>Total No. of Appointive Directors</b>	22
<b>Total No. of Appointive Directors not covered by R.A. No. 10149<sup>5</sup></b>	35
<b>Total No. of Ex Officio Directors</b>	31
<b>Subtotal</b>	88
<b>Total No. of Appointive Director Positions Covered by R.A. No. 10149 (inclusive of 1/3 for EZAs and RIs)</b>	780
<b>Total No. of Director Positions (inclusive of Ex Officio)</b>	1,169

In 2012, the Commission worked on streamlining the shortlisting process, including the plans for the development of a Leadership Management System that would effectively interface with the Integrated Corporate Reporting System for GOCCs.

### **GOCC Monitoring**

The GCG also began developing the Integrated Corporate Reporting System (ICRS) in 2012 with the conclusion of the bidding process for the project. The ICRS is the centerpiece of the Commission's strategic use of ICT on initiating and enhancing reforms in the GOCC Sector, both in monitoring the operations of the GOCCs as well as in the shortlisting of prospective nominees for appointment by the President.

We envision the GCG, through the ICRS, to be the central repository of all data related to GOCCs. Everything the public needs or wants to know, we should be able to provide it. R.A. No. 10149 has set the minimum disclosure requirements for each GOCC:

1. Latest annual audited financial and performance report within thirty (30) days from receipt of such report;
2. Audited financial statements in the immediate past five (5) years;
3. Quarterly, annual reports and trial balance;
4. Current corporate operating budget;

<sup>5</sup> Section 4 of R.A. No. 10149 provides that for Economic Zone Authorities and Research Institutions, the President shall appoint one-third (1/3) of the board members from the list submitted by the GCG.

5. Complete compensation package of all the board members and officers, including travel, representation, transportation and any other form of expenses or allowances;
6. Local and foreign borrowings;
7. Performance scorecards and strategy maps;
8. Government subsidies and net lending; and
9. All borrowings guaranteed by the government.

Providing the information to establish transparency and accountability is the only way the Commission can be a truly effective oversight agency. The ICRS will bring to life the daylight policy of the Aquino administration in the GOCC Sector, where all relevant information can be provided in a timely manner to the rest of the bureaucracy, civil society organizations, and the general public, all of whom are ultimately the real stakeholders of the GOCC Sector.

In collaboration with Touch Solutions, Inc.<sup>6</sup> an open systems enterprise solutions provider of infrastructure software products and services, GCG plans to have the ICRS online and fully operational by December 2013.

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<sup>6</sup> More information available on the company's website at <http://www.touchgroup.net>. TSI was selected through competitive bidding.



# THE PHILIPPINE GOVERNMENT CORPORATE SECTOR COVERED BY R.A. NO. 10149



## SIGNIFICANT TOOLS FOR ECONOMIC DEVELOPMENT

### ***Size of the Sector***

#### **Total Assets**

A large amount of government resources had been funneled into GOCCs over the past twenty years. The size of the government corporate sector in terms of total assets has continued to increase even in the last three years, as shown in Table 6.

As of 31 December 2012, the total assets of GOCCs, excluding BSP, have breached the ₱5 Trillion level or over US\$125 Billion. The GFI Sector has the largest asset base at ₱2.834 Trillion, followed by the Energy and Materials Sector with ₱1.506 Trillion. The smallest sector is the Educational and Cultural Sector with only ₱5 Billion.

**Table 6**  
**Total Assets of the Government Corporate Sector**  
(in ₱ Billions)

GOCC Sector	2010	2011	2012
Government Financial Institutions Sector	2,406	2,648	2,834
Trade, Area Development and Tourism Sector	229	240	247
Educational and Cultural Sector	11	11	5
Gaming Sector	37	42	48
Energy and Materials Sector	1,409	1,407	1,506
Agriculture, Fisheries and Food Sector	96	74	56
Utilities and Information-Communications Sector	550	412	438
<b>TOTAL</b>	<b>4,739</b>	<b>4,835</b>	<b>5,134</b>

Source: COA Annual Audit Report, CY 2010-2011 & Unaudited Financial Statements submitted to the GCG, CY 2012

## Total Liabilities

The total liabilities of the rest of the GOCCs have remained in the P2.8 Trillion level. It declined from P2.822 Trillion in 2010 to P2.807 Trillion in 2011, with little change to P2.805 Trillion in 2012.

**Table 7**  
**Total Liabilities of the Government Corporate Sector**  
(in ₱ Billions)

GOCC Sector	2010	2011	2012
Government Financial Institutions Sector	1,068	1,159	1,192
Trade, Area Development and Tourism Sector	86	86	84
Educational and Cultural Sector	3	3	3
Gaming Sector	28	28	31
Energy and Materials Sector	1,118	1,100	1,061
Agriculture, Fisheries and Food Sector	193	186	177
Utilities and Information-Communications Sector	327	244	257
<b>TOTAL</b>	<b>2,822</b>	<b>2,807</b>	<b>2,805</b>

Source: COA Annual Audit Report, CY 2010-2011 & Unaudited Financial Statements submitted to the GCG, CY 2012

The GFI Sector accounts for 42.5% of Total Liabilities led by Land Bank of the Philippines (LBP) and Development Bank of the Philippines (DBP) due to the significant amount of government deposits kept with them and Official Development Assistance (ODA) loans. The Energy and Materials Sector is second at 37.8% due largely to the Power Sector Assets and Liabilities Management Corporation (PSALM), which has P847 Billion representing the power sector debt it had to assume under the Electric Power Industry Reform Act (EPIRA Law; R.A. No. 9136).

The liabilities of fourteen (14) GOCCs shown in Table 8 below are closely monitored as they pose fiscal risks to the government. There has been some improvement in 2011 with their liabilities decreasing to 15.43% of GDP from 16.92% in 2010.

**Table 8**  
**Liabilities of Closely Monitored GOCCs**  
(in ₱ Billions)

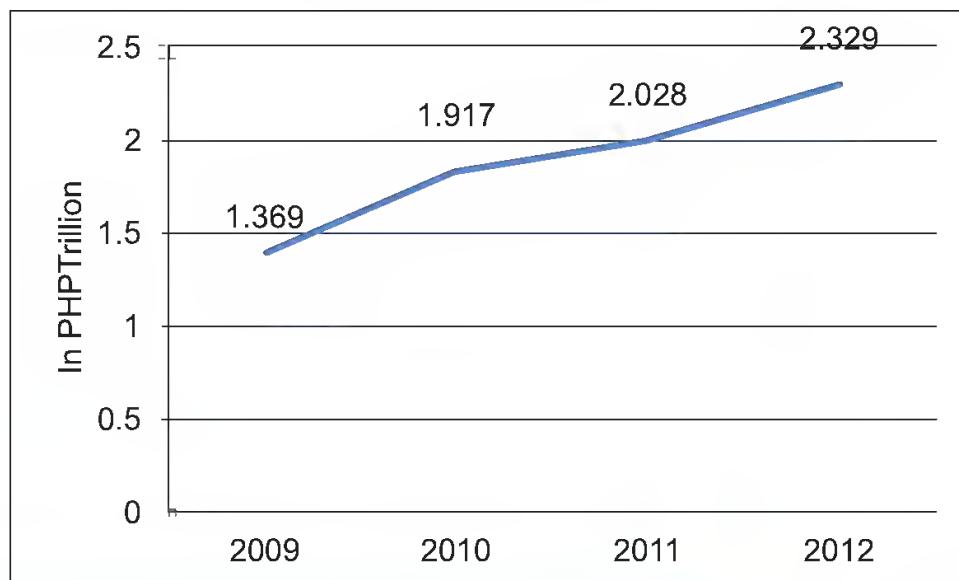
GOCC Sector	2010	% of GDP	2011	% of GDP
National Power Corporation				
a. NPC	25.47	0.28%	24.78	0.25%
b. TransCo	174.28	1.94%	167.50	1.72%
c. PSALM	891.65	9.90%	881.87	9.06%
Philippine National Oil Company	6.00	0.07%	5.50	0.06%
Metropolitan Waterworks and Sewerage System	21.71	0.24%	18.45	0.19%
National Irrigation Administration	41.89	0.47%	44.07	0.45%
National Development Company	9.47	0.11%	8.59	0.09%
Light Rail Transit Authority	69.23	0.77%	77.30	0.79%
Local Water Utilities Administration	12.22	0.14%	10.45	0.11%
National Electrification Administration	14.85	0.16%	14.81	0.15%
National Housing Authority	9.62	0.11%	10.19	0.10%
Philippine National Railways	24.96	0.28%	25.62	0.26%
Philippine Ports Authority	16.26	0.18%	16.65	0.17%
National Food Authority	178.41	1.98%	171.50	1.76%
Home Guaranty Corporation	26.97	0.30%	24.88	0.26%
<b>TOTAL</b>	<b>1,523</b>	<b>16.92%</b>	<b>1,502</b>	<b>15.43%</b>

Source: COA Annual Audit Report, CY 2010-2011

## Net Worth

Given the total assets and liabilities of the GOCCs, the net worth of the government corporate sector amounted to ₱1.917 Trillion in 2010 and increased to ₱2.028 Trillion in 2011. Unaudited financial statements of 125 GOCCs for FY2012 show a total net worth ₱2.329 Trillion.

**Figure 3**  
**Net Worth of GOCCs**



## Government Financial Support to GOCCs

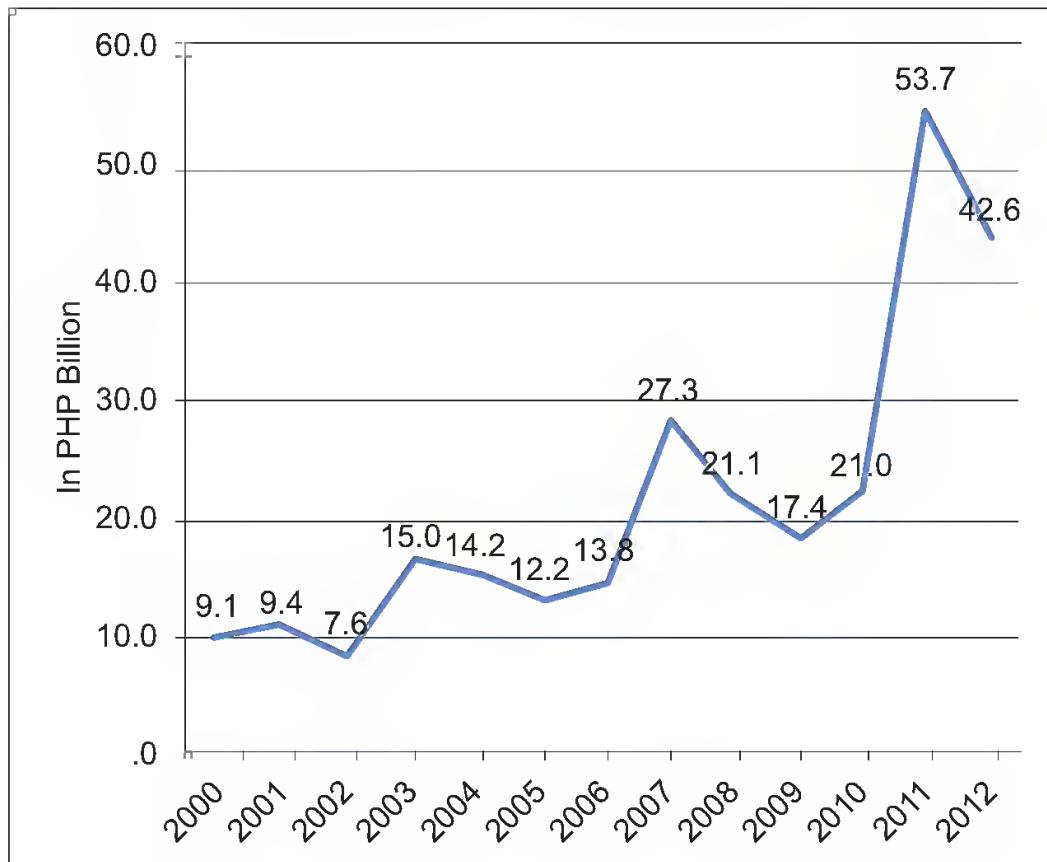
The National Government (NG) provides financial support to GOCCs in three ways:

1. **Subsidy** – The amounts granted to GOCCs from the national government's General Fund, to cover operational expenses that are not supported by corporate revenues or to cover corporate deficits and losses.
2. **Equity** – Pertains to the amount received by GOCCs as payment of capital subscriptions and generally capital investment of the National Government, which form part of the GOCCs' capitalization.
3. **Net Lending** – Refers to the advances made by the National Government for the servicing of guaranteed and re-lent domestic and foreign borrowings of GOCCs.

## Subsidy

Figure 4 shows the level of subsidies to GOCCs over the last thirteen (13) years. While there are years that the level declined, the long-term trend is increasing.

**Figure 4**  
**Subsidies to GOCCs from 2000-2012**



During the last thirteen (13) years (2000-2012), the government has provided a total of P264.5 Billion in subsidy to the government corporate sector, of which fifty-nine (59) GOCCs are covered by R.A. No. 10149 receiving a total of P245.1 Billion in subsidy. The top ten (10) most heavily subsidized GOCCs during this period were National Housing Authority (NHA), Land Bank of the Philippines (LBP), National Food Authority (NFA), Philippine Health Insurance Corp. (PHIC), National Electrification Administration (NEA), Light Rail Transit Authority (LRTA), National Power Corporation (NPC), National Home Mortgage and Finance Corporation (NHFMC), National Irrigation Administration (NIA) and Philippine Coconut Authority (PCA).

**Table 9**  
**Subsidies to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2010	2011	2012
Government Financial Institutions	5,380	17,123	17,038
Trade, Area Development and Tourism	4,160	16,942	3,372
Educational and Cultural	134	754	252
Gaming	N/A	N/A	N/A
Energy and Materials	1,050	8,294	4,954
Agriculture, Fisheries and Food	8,478	4,309	9,568
Utilities and Information-Communications	204	3,020	5,305
<b>TOTAL</b>	<b>19,406</b>	<b>50,442</b>	<b>40,489</b>

Source: Bureau of the Treasury (Amounts are exclusive of GOCCs outside the GCG's coverage)

In 2012, subsidies to GOCCs declined by 19.7% to ₱40.5 Billion from ₱50.4 Billion the previous year. The GFI Sector was the top beneficiary, led by Philippine Health Insurance Corporation (PHIC), which had an allocation of ₱14.1 Billion or 112% higher than the ₱6.6 Billion received in 2011. This is attributed to the current administration's thrust towards achieving universal healthcare coverage.

The National Food Authority (NFA) came in second with ₱8.15 Billion from only ₱2.5 Billion in 2011 because of its role in the Department of Agriculture's Food Staples Sufficiency Program (FSSP), which aims to achieve self-sufficiency in food staples by satisfying domestic requirement for food, seeds, processing and feeds through domestic production. With the program, NFA has focused more on buffer stocking and increased domestic procurement, and participates less in the distribution and importation of rice.

Notably, subsidies to the Trade, Area Development and Tourism Sector fell by more than 80% to ₱3.4 Billion in 2012 from ₱16.9 Billion in 2011. This is accounted for by the National Housing Authority (NHA), which received ₱16.2 Billion in 2011 as it started then programs like the 5-year AFP/PNP Housing intended to provide permanent housing facilities to low-income military and police personnel. This fell to only ₱2.4 Billion in 2012 but may have also been caused by the timing of the cash releases by the Treasury.

## Equity

Data from the Bureau of Treasury (BTr) showed that the government's cumulative equity investments as of December 2012 to sixty-four (64) GOCCs amounted to ₱183.5 Billion.

Equity infusion by the government in GOCCs decreased by 60% from ₱2.3 Billion in 2011 to ₱900 Million in 2012. Only two (2) GOCCs received equity infusion last year compared to six (6) GOCCs in 2011 – Home Guaranty Corporation (HGC) with ₱500 Million representing partial equity infusion for its credit insurance and mortgage guarantee operations, and the National Home Mortgage Finance Corporation (NHMFC) with ₱400 Million.

**Table 10**  
**Equity Infusion to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2010	2011	2012
Government Financial Institutions	630	1,570	900
Trade, Area Development and Tourism	N/A	153.00	N/A
Educational and Cultural	N/A	N/A	N/A
Gaming	N/A	N/A	N/A
Energy and Materials	N/A	N/A	N/A
Agriculture, Fisheries and Food	N/A	N/A	N/A
Utilities and Information-Communications	17	537	N/A
<b>TOTAL</b>	<b>647</b>	<b>2,260</b>	<b>900</b>

Source: Bureau of the Treasury (Amounts are exclusive of GOCCs outside the GCG's coverage)

## Net Lending

Data from the BTr showed that Net Lending to GOCCs, after increasing by 93% in 2011, increased again by 50% to ₱27.3 Billion in 2012. The Energy and Materials Sector received the highest amount at ₱13.7 Billion, with PSALM accounting for over 75% of this at ₱10.3 Billion for NG advances on PSALM's maturing loans. The National Power Corporation (NPC) received ₱3.55 Billion for its Public-Private Partnership (PPP) Projects<sup>7</sup> (e.g. Cosecnan project).



There was also an increase in the amount of net lending to GOCCs under the Utilities and Information-Communications Sector led by Northrail with ₱2.57 Billion for the payment of the amortizations of its loans used to finance the first phase of the rehabilitation of the train line connecting Metro Manila to provinces in Northern Luzon. This is a portion of the loan drawn down from the credit line of \$400 million with the DOF. The credit line was suspended in 2011 and subsequently cancelled in 2013. As of December 2012, the balance of the loan is \$180.79 million. The cancelled portion of the loan is \$219.21 million.

**Table 11**  
**Net Lending to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2010	2011	2012
Government Financial Institutions	27	254	28
Trade, Area Development and Tourism	98	61	63
Educational and Cultural	138	191	188
Gaming	N/A	N/A	N/A
Energy and Materials	1,379	2,473	13,716
Agriculture, Fisheries and Food	(2)	8,000	4,596
Utilities and Information-Communications	7,612	6,906	8,676
<b>TOTAL</b>	<b>9,252</b>	<b>17,885</b>	<b>27,267</b>

Source: Bureau of the Treasury (Amounts are exclusive of GOCCs outside the GCG's coverage)

<sup>7</sup> This refers to projects executed under the regulatory framework of R.A. No. 6957, as amended by R.A. No. 7718, also known as the BOT (Build-Operate-Transfer) Law.

## Financial Returns from GOCCs

### Net Income

Net Income of GOCCs grew by 76% or almost ₱97 Billion from ₱127.3 Billion in 2011 to ₱224.1 Billion in 2012. All sectors showed improvements but the most significant gain was posted by the Utilities and Information-Communications Sector on the back of the strong performance of MWSS, PPA, CAAP and PhilPost. PhilPost was able to reverse its ₱1.97 Billion Net Loss in 2011 to a ₱10.29 Million Net Income in 2012.

The net income from the GFI Sector increased by ₱28 Billion while that from the Energy and Materials Sector improved by ₱27.5 Billion, which may be attributed to the booking of significantly higher foreign exchange gains.

**Table 12**  
**Total Net Income of the Government Corporate Sector**  
**(in ₱ Millions)**

GOCC Sector	2010	2011	2012
Government Financial Institutions	125,212	133,834	161,991
Trade, Area Development and Tourism	(1,981)	1,250	7,546
Educational and Cultural	(329)	(341)	(186)
Gaming	2,753	4,706	4,718
Energy and Materials	8,929	7,892	35,444
Agriculture, Fisheries and Food	(22,789)	(18,597)	1,917
Utilities and Information-Communications	(1,960)	(1,462)	12,714
<b>TOTAL</b>	<b>109,834</b>	<b>127,282</b>	<b>224,144</b>

Source: COA Annual Audit Report, CY 2010-2011 & Unaudited Financial Statements submitted to the GCG, CY 2012

### Dividends

GOCCs are required to declare dividends to the National Government under Republic Act No. 7656.

Sec. 3. Dividends. — All government-owned or -controlled corporations shall declare and remit at least fifty percent (50%) of their annual net earnings as cash, stock or property dividends to the National Government. This section shall also apply to those government-owned or -controlled corporations whose profit distribution is provided by their respective charters or by special law, but shall exclude those enumerated in Section 4 hereof: Provided, That such dividends accruing to the National Government shall be received by the National Treasury and recorded as income of the General Fund.

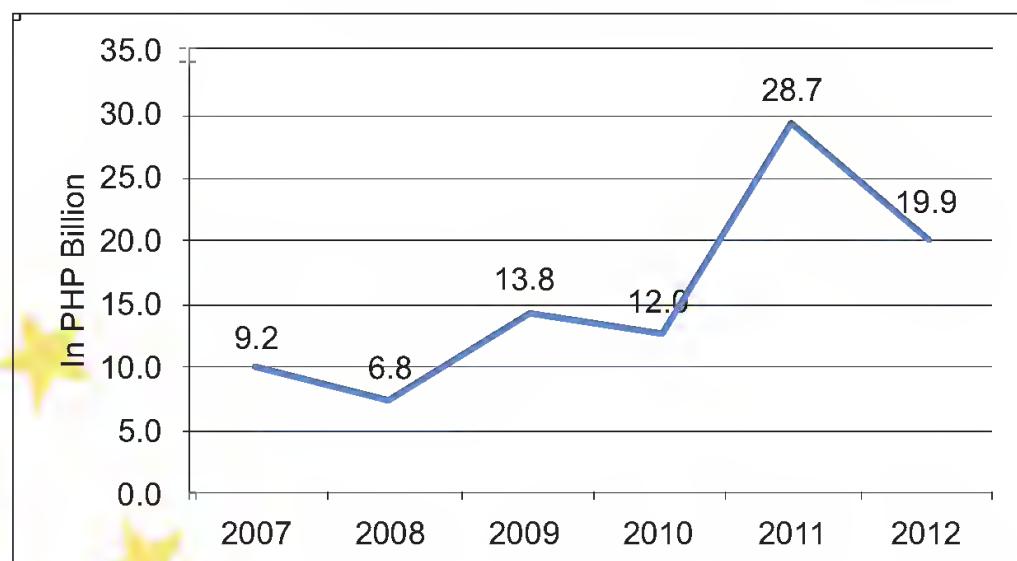
Sec. 4. Exemptions. — The provisions of the preceding section notwithstanding, government-owned or -controlled corporations created or organized by law to administer real or personal properties or funds held in trust for the use and the benefit of its members, shall not be covered by this Act such as, but not limited to: the Government Service Insurance System, the Home Development Mutual Fund, the Employees Compensation Commission, the Overseas Workers Welfare Administration, and the Philippine Medical Care Commission.

Data from the BTr shows that dividends from GOCCs (including the BSP) increased by an average of 22.7% in the last six years (2007-2012). There was a marked improvement in the dividends for 2011 as the Aquino Administration improved its monitoring of GOCCs. The DOF led the effort by introducing the GOCC Dividend Day and strictly enforcing the provisions of R.A. No. 7656, even going after the arrears of some GOCCs. This netted the government a record high of ₱28.7 Billion in dividends for the year. For 2012, the total dividends remitted amounted to ₱19.9 Billion. Although the 2012 dividends collected from GOCCs are lower by 45% or ₱8.8 Billion than the 2011 remittances, this was however higher by 27% or ₱5.4 Billion if the BSP dividends arrear remittances was excluded. BSP posted a Net Loss in 2011, and did not remit any dividends to the government in 2012.

**Table 13**  
**Dividend Remittance**

	2011	2012	Increase (Decrease) Amount	In Percent
All GOCCs that Remitted Dividends	₱28.7 Billion	₱19.9 Billion	(₱8.8 Billion)	(45%)
All GOCCs that Remitted Dividends excluding BSP	₱14.5 Billion	₱19.9 Billion	₱5.4 Billion	27%

**Figure 5**  
***Dividends from 2007-2012***



For 2013, the government is expecting to receive a total of ₱18.136 Billion for the third annual GOCC Dividends Day. Twenty-four (24) GOCCs will be remitting their dividends to the National Treasury. This includes turnaround stories such as the Philippine Reclamation Authority (PRA), whose total dividends combined over the past 30 years did not even reach ₱1 Billion. But under the new leadership appointed by President Aquino, PRA is expected to remit for FY 2013 alone a total of ₱1 Billion in dividends.

The list also includes the likes of Metropolitan Waterworks and Sewerage System (MWSS), which was debt-ridden and lambasted in the President's 2010 State of the Nation Address. MWSS is expected to remit a total of ₱290.07 Million.

**Table 14**  
**Estimated 2013 GOCC Dividends**

GOCC Name	Remittance (₱ Millions)
1. Authority of Freeport Area of Bataan (AFAB)*	13
2. Bases Conversion Development Authority (BCDA)	2,310
3. BCDA Management Holdings, Inc. (BMHI)	2
4. Cagayan Economic Zone Authority (CEZA)*	88
5. Cebu Port Authority (CPA)	60
6. Clark Development Corporation (CDC)	50
7. Development Bank of the Philippines (DBP)	3,167
8. Home Guaranty Corporation (HGC)	1
9. Human Settlements Development Corporation (HSDC)	1
10. Land Bank of the Philippines (LBP)	6,241
11. Masaganang Sakahan, Inc.	5
12. LBP Leasing Corporation (LLC)	95
13. LBP Realty Development Corp. (LRDC)	5
14. Local Water Utilities Administration (LWUA)	365
15. Mactan Cebu International Airport Authority (MCIAA)	41
16. Manila International Airport Authority (MIAA)	1,548
17. Metropolitan Waterworks and Sewerage System (MWSS)	344
18. National Development Company (NDC)	100
19. Batangas Land Company, Inc. (BLCI)	15
20. Kamayan Realty Corporation (KRC)	1
21. National Electrification Administration (NEA)	137
22. National Home Mortgage Finance Corporation (NHMFC)	42
23. National Housing Authority (NHA)	48
24. Philippine Aerospace Development Corp (PADC)	2
25. Philippine Amusement and Gaming Corp (PAGCOR)	7,182
26. Philippine Deposit Insurance Corporation (PDIC)	650
27. Philippine Economic Zone Authority (PEZA)*	370
28. Philippine Leisure and Retirement Authority (PLRA)	85
29. Philippine National Oil Company (PNOC)	500
30. PNOC Exploration Corporation (PNOC-EC)	250
31. Philippine Ports Authority (PPA)	1,035
32. Philippine Postal Corporation (PPC)	10
33. Philippine Reclamation Authority (PRA)	1,000
34. Philippine Sugar Corporation (PHILSUCOR)	14
35. Social Housing Finance Corporation (SHFC)	74
36. Trade and Investment Development Corp (TIDCORP)	49
<b>T O T A L</b>	<b>25,900</b>

\*Not covered by GCG

Source: Department of Finance; Figures includes other form of remittances such as the NG share on sale of assets, NG net income, and Guarantee Fees/Forex Risk Cover.



# GCG ACTIVITIES PHOTO GALLERY

Commissioner Ignacio with Mexico's Deputy Minister of Revenue Jose Antonio Gonzales Anaya, Philippine Treasurer Roberto Tan and DOF Assistant Secretary Soledad Emilia Cruz during a Study-Tour in Columbia Mexico on strengthening Fiscal Risk Statements (FRS) preparation and formulating Debt and Risk Management Strategies (DRMS), held from 21-21 July 2012.



Commissioner Ignacio with Colombia's Deputy Finance Minister Ana Fernanda Maiguashca (third from left) and Philippine Treasurer Roberto Tan (right)



Meeting with Vice-President Jejomar Binay to discuss the various policy directions of GCG



## 1<sup>st</sup> Philippines International Corporate Governance Forum 2012

August 2012

Marriott  
Resort  
Asia  
Philippines

CorporateGovernanceAsia

1<sup>st</sup> Philippines International  
Corporate Governance Forum  
2012

Commissioner Ignacio delivers the key note speech at the 1st Philippines International Corporate Governance Forum organized by Corporate Governance Asia



OECD

ERMA

The 7th Meeting of the Asia Network  
On Corporate Governance Of State Owned Enterprises  
Professionalization of State-Owned Enterprises



The Chairman and the Commissioners represent the country in the 7th Meeting of the Asia Network on Corporate Governance of SOEs.

GCG conducts a seminar together with DBM and DAP on the Cascading of Performance Targets for the 2012 IPBI



TW Managing Consultant James Matti introduces his firm to the GOCCs during the Kickoff Session



Patrick Marquina, Jet Soriano and James Matti discuss with GCG and Cabinet Secretary Jose Almendras prior to the President's interview



President Aquino meets Towers Watson represented by James Matti and Patrick Marquina



GCG with the President during the GOCC Day.





# ANNEXES



## ANNEX A

### CLASSIFICATION OF GOCCs BY SECTORS

#### I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR

##### ***Banking Institutions***

1. Al-Amanah Islamic Investment Bank of the Philippines	AIIBP
2. Development Bank of the Philippines	DBP
3. ***DBP Data Center, Inc.	DDCI
4. ***DBP Management Corporation	DBPMC
5. GSIS Family Bank	GSIS-FB
6. Land Bank of the Philippines	LBP
7. ***Land Bank Countryside Dev't Foundation, Inc.	LCDFI
8. ***LBP Resources and Development Corporation	LRDC
9. Philippine Postal Savings Bank, Inc.	PPSB
10. UCPB Savings Bank (PCGG)	UCPB-SB
11. United Coconut Planters Bank (PCGG)	UCPB

##### ***Non Banking Institutions***

12. AFP-Retirement and Separation Benefits System	AFP-RSBS
13. Credit Information Corporation	CIC
14. DBP Leasing Corporation	DBP-LC
15. Home Guaranty Corporation	HGC
16. LBP Insurance Brokerage, Inc.	LBP-IBI
17. LBP Leasing Corporation	LBP-LC
18. Masaganang Sakahan, Inc.	MSI
19. National Development Company	NDA
20. National Home Mortgage Finance Corporation	NHMFC
21. National Livelihood Development Corp. (Merged Livecor and NLSF)	NLDC
22. People's Credit and Finance Corporation	PCFC
23. Performance Investment Corporation (PCGG)	PIC
24. Philippine Crop Insurance Corporation	PCIC
25. Philippine Deposit Insurance Corporation	PDIC
26. Philippine Veterans Assistance Commission	PVAC
27. Quedan & Rural Credit Guarantee Corporation	QUEDANCOR
28. Small Business Corporation	SBC
29. Social Housing Finance Corporation	SHFC
30. Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	TIDCORP
31. UCPB CIIF Finance and Development Corp (PCGG)	UCPB-CFDC
32. UCPB Leasing (PCGG)	UCPB Leasing

##### ***Social Security Institutions***

33. Employees Compensation Commission	ECC
Occupational Safety and Health Center (Special ECC Department)	OSHC
34. Government Service Insurance System	GSIS
35. Home Development Mutual Fund (Pag-IBIG)	HDMF
36. Philippine Health Insurance Corporation	PHIC
37. Social Security System	SSS
38. Veterans Federation of the Philippines	VFP

#### II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR

##### ***Trade***

39. Center for International Trade Expositions and Missions, Inc.	CITEM
40. Duty Free Philippines Corporation	DFPC

41. Philippine International Trading Corporation	PITC
42. Philippine Veterans Investment Development Corporation	PHIVIDECK
43. PITC Pharma, Inc.	PITC-PI

***Area Development***

44. Alabang-Sto. Tomas Development, Inc.	ASDI
45. Bases Conversion Development Authority	BCDA
46. ***BCDA Management and Holdings, Inc.	BMHI
47. Bataan Technology Park, Inc.	BTPI
48. Batangas Land Company, Inc.	BLCI
49. Clark Development Corporation	CDC
50. First Cavite Industrial Estate, Inc.	FCIEI
51. G.Y. Real Estate, Inc.	GYREI
52. HGC Subic Corporation	HGC-SC
53. Human Settlements Development Corporation	HSDC
54. Independent Realty Corporation (PCGG)	IRC
55. John Hay Management Corporation	JHMC
56. Kamayan Realty Corporation	KRC
57. Laguna Lake Development Authority	LLDA
58. Mid-Pasig Land Development Corporation (PCGG)	MLDC
59. National Housing Authority	NHA
60. Partido Development Administration	PDA
61. Philippine Reclamation Authority (Formerly PEA)	PReCA
62. Pinagkaisa Realty Corporation	PIRC
63. Poro Point Management Corporation	PPMC
64. Southern Philippines Development Authority	SPDA
65. Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	TIEZA

***Tourism***

66. Corregidor Foundation, Inc.	CFI
67. Marawi Resort Hotel, Inc. (PMO)	MRHI
68. Philippine Retirement Authority	PRA
69. Tourism Promotions Board (formerly PCVC)	TPB

**III. EDUCATIONAL AND CULTURAL SECTOR*****Educational***

70. Aviation Services and Training Institute	ASTI
71. Boy Scouts of the Philippines	BSP
72. Cottage Industry Technology Center	CITC
73. Development Academy of the Philippines	DAP
74. Girl Scouts of the Philippines	GSP
75. Technology Resources Center	TRC

***Cultural***

76. Cultural Center of the Philippines	CCP
77. Nayong Pilipino Foundation, Inc.	NPF

**IV. GAMING SECTOR**

78. Philippine Amusement and Gaming Corporation	PAGCOR
79. Philippine Charity Sweepstakes Office	PCSO

**V. ENERGY AND MATERIALS SECTOR*****Energy***

80. National Electrification Administration	NEA
81. National Power Corporation	NPC

82. National Transmission Corporation	NTC
83. Philippine National Oil Company	PNOC
84. ***PNOC Development and Management Corporation	PNOC-DMC
85. ***PNOC Shipping and Transport Corporation	PNOC-STC
86. Piedras Petroleum Company, Inc. (PCGG)	PIEDRAS
87. Power Sector Assets and Liabilities Management Corporation	PSALM
88. PNOC Alternative Fuel Corp.	PNOC-AFC
89. PNOC Exploration Corporation	PNOC-EC
90. PNOC Renewables Corporation	PNOC-RC

**Materials**

91. Batong Buhay Gold Mines, Inc.	BBGMI
92. Bukidnon Forest, Inc.	BFI
93. Chemfields, Inc. (PCGG)	CI
94. Natural Resources Development Corporation	NRDC
95. North Davao Mining Corporation	NDMC
96. Philippine Mining Development Corporation (formerly NRMDC)	PMDC

**VI. AGRICULTURE, FISHERIES AND FOOD SECTOR*****Agriculture and Fisheries***

97. National Dairy Authority	NDA
98. National Food Authority	NFA
99. National Tobacco Administration	NTA
100. Philippine Agricultural Development and Commercial Corporation	PADCC
101. Philippine Coconut Authority	PCA
102. Philippine Fisheries Development Authority	PFDA
103. Philippine Forest Corporation	PFC
104. Philippine Sugar Corporation (PMO)	PHILSUCOR
105. Phividec Panay Agro-Industrial Corp. (PMO)	PPAC
106. Sugar Regulatory Administration	SRA
107. Zamboanga National Agricultural College - Rubber Estate Corporation	ZREC

***Food***

108. Food Terminal, Inc. (PMO)	FTI
109. Integrated Feedmills Manufacturing Corporation	IFMC
110. National Agri-Business Corporation	NABCOR
111. National Sugar Development Company (PMO)	NASUDECO
112. Northern Foods Corporation (PMO)	NFC

**VII. UTILITIES AND INFORMATION-COMMUNICATIONS SECTOR*****Utilities***

113. Bataan Shipyard and Engineering Company (PCGG)	BASECO
114. Cebu Port Authority	CPA
115. Civil Aviation Authority of the Philippines	CAAP
116. Clark International Airport Corporation	CIAC
117. Light Rail Transit Authority	LRTA
118. Local Water Utilities Administration	LWUA
119. ***LWUA Consult, Inc.	LWUA-CI
120. Mactan-Cebu International Airport Authority	MCIAA
121. Manila International Airport Authority	MIAA
122. Metropolitan Waterworks and Sewerage System	MWSS
123. National Irrigation Administration	NIA
124. ***NIA Consult, Inc.	NIACI
125. NDC-Philippine Infrastructure Corporation	NPIC
126. North Luzon Railway Corporation	NLRC



127. Panay Railways Inc. (PMO)	PRI
128. PEA Tollway Corporation	PEA-TC
129. Philippine Aerospace Development Corporation	PADC
130. Philippine National Construction Corporation (PMO)	PNCC
131. Philippine National Railways	PNR
132. Philippine Ports Authority	PPA

<b><i>Information and Communications</i></b>	
133. APO Production Unit, Inc.	APO-PUI
134. Banahaw Broadcasting Corporation (PCGG)	BBC
135. Intercontinental Broadcasting Corporation (PCGG)	IBC
136. People's Television Network, Inc.	PTNI
137. Philippine Communications Satellite Corporation (PCGG)	PHILCOMSAT
138. Philippine Postal Corporation	PPC

#### **VIII. DISSOLVED / LIQUIDATED / INACTIVE**

139. Anchor Estate, Inc.	AEI	
140. CDCP Farms Corporation	CDCP-FC	GCG MO No. 2012-32
141. Clark Polytechnic Development Foundation	CPDF	GCG MO No. 2012-36
142. First Centennial Clark Corporation	FCCC	GCG MO No. 2012-26
143. GSIS Mutual Fund, Inc.	GSIS-MFI	
144. GSIS Properties, Inc.	GSIS-PI	GCG MO No. 2012-23
145. Inter-Island Gas Service, Inc.	IIGSI	
146. LBP Financial Services SpA (Rome, Italy)	LBP-FSS	GCG MO No. 2012-12
147. LBP Remittance Company (USA)	LBP-RC	GCG MO No. 2012-12
148. LBP Singapore Representative Office	LBP-SRO	GCG MO No. 2012-12
149. LBP Taiwan Representative Office	LBP-TRO	GCG MO No. 2012-12
150. Manila Gas Corporation	MGC	
151. Meat Packing Corporation of the Philippines	MPCP	
152. Paskuhan Development, Inc.	PDI	GCG MO No. 2012-34
153. Phil. Centennial Expo '98 Corp.	EXPO FILIPINO	GCG MO No. 2012-27
154. Philippine Fruits and Vegetables Industries, Inc. **	PFVII	GCG MO No. 2012-42
155. Philpost Leasing and Financing Corporation	PLFC	GCG MO No. 2012-22
156. San Carlos Fruits Corporation **	SCFC	GCG MO No. 2012-43
157. Tierra Factors Corporation	TFC	GCG MO No. 2012-30
158. Traffic Control Products Corporation	TCPC	GCG MO No. 2012-31
159. Metro Transit Organization, Inc.	MTOI	GCGC MO No. 2013-2

#### **IX. GOCCs DISPOSED BY PMO**

160. Menzi Development Corporation (PMO)	MDC
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#### **X. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149**

<b><i>Bangko Sentral ng Pilipinas</i></b>	
161. Central Bank - Board of Liquidators	CB-COL
162. Philippine International Convention Center, Inc.	PICC
<b><i>Research Institutions*</i></b>	
163. Lung Center of the Philippines	LCP
164. National Kidney and Transplant Institute	NKTI
165. Philippine Center for Economic Development	PCED
166. Philippine Children's Medical Center	PCMC
167. Philippine Heart Center	PHC
168. Philippine Institute for Development Studies	PIDS
169. Philippine Institute of Traditional and Alternative Health Care	PITAHC
170. Philippine Rice Research Institute	PRRI
<b><i>Economic Zone Authorities*</i></b>	
171. Aurora Pacific Economic Zone and Freeport Authority	APEC

172. Authority of Freeport Area of Bataan	AFAB	
173. Cagayan Economic Zone Authority	CEZA	
174. Freeport Services Corporation	FSC	GCG MO No. 2012-13
175. Philippine Economic Zone Authority	PEZA	
176. Phividec Industrial Authority	PIA	
177. Subic Bay Metropolitan Authority	SBMA	
178. Zamboanga City Special Economic Zone Authority	ZCSEZA	

***By Supreme Court Decision***

179. Radio Philippines Network	RPN	G.R. No. 148076, 153161
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***Sui Generis***

180. Millenium Challenge Account Philippines	MCAP	GCG MO No. 2012-33
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\* Section 4 of RA10149 provides that for Economic Zone Authorities and Research Institutions, the President shall appoint one-third

\*\*Memorandum Order is still in process

\*\*\*GOCC functions mainly as a support unit of the Parent GOCC with no independent mandate or business.



## ANNEX B

### CLASSIFICATION OF GOCCs BY SOCIAL IMPACT

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#### I. HUMAN DEVELOPMENT AND POVERTY REDUCTION

##### **Social Development**

- |   |        |
|---|--------|
| 1. Philippine Amusement and Gaming Corporation*** | PAGCOR |
| 2. Philippine Charity Sweepstakes Office**        | PCSO   |

*Universal Health Care: Achieve better health outcomes, fair health financing and a responsive health system that provide all filipinos, especially disadvantaged groups, with equitable access to quality health care*

- |  |      |
|--|------|
| 3. Philippine Health Insurance Corporation | PHIC |
|--|------|

*\*Make education and training truly inclusive, industry relevant and socially responsive to the global environment*

- |                                       |     |
|---------------------------------------|-----|
| 4. Boy Scouts of the Philippines      | BSP |
| 5. Cultural Center of the Philippines | CCP |
| 6. Girl Scouts of the Philippines     | GSP |
| 7. Nayong Pilipino Foundation, Inc.   | NPF |

*Housing and Urban Development Beyond Infrastructure: Achieve sustainable communities, urban competitiveness, housing affordability, effective governance and poverty reduction*

- |  |       |
|--|-------|
| 8. Home Development Mutual Fund (Pag-IBIG)       | HDMF  |
| 9. Home Guaranty Corporation                     | HGC   |
| 10. Human Settlements Development Corporation*** | HSDC  |
| 11. National Home Mortgage Finance Corporation   | NHMFC |
| 12. Social Housing Finance Corporation           | SHFC  |

*Social Protection: Empower and protect the poor, vulnerable and disadvantaged individuals, families and communities from individual life cycle, economic, environmental and social risks*

- |   |      |
|---|------|
| 13. Government Service Insurance System | GSIS |
| 14. Social Security System              | SSS  |

*Asset Reform to recognize, protect and empower the rights and welfare of the poor/marginalized*

- |  |      |
|--|------|
| Human Settlements Development Corporation*** | HSDC |
|--|------|

#### II. ECONOMIC DEVELOPMENT

- |   |       |
|---|-------|
| 15. Philippine Reclamation Authority (Formerly PEA) | PRecA |
|---|-------|

##### **Competitive Industry and Services Sector**

*Improved Business Environment, Improve Productivity and Efficiency, and Enhance Consumer Welfare*

- |  |        |
|--|--------|
| 16. Bases Conversion Development Authority                     | BCDA   |
| 17. Batong Buhay Gold Mines, Inc. (PMO)                        | BBGMI  |
| 18. Center for International Trade Expositions and Missions    | CITEM  |
| 19. Clark Development Corporation                              | CDC    |
| 20. Development Bank of the Philippines                        | DBP    |
| 21. Duty Free Philippines Corporation                          | DFPC   |
| 22. John Hay Management Corporation                            | JHMC   |
| 23. North Davao Mining Corporation (PMO)                       | NDMC   |
| Philippine Amusement and Gaming Corporation***                 | PAGCOR |
| 24. Philippine International Trading Corporation               | PITC   |
| 25. Philippine Mining Development Corporation (formerly NRMDC) | PMDC   |
| 26. Philippine Retirement Authority                            | PRA    |
| 27. Poro Point Management Corporation                          | PPMC   |

28. Small Business Corporation	SBC
29. Technology Resources Center	TRC
30. Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	TIEZA
31. Tourism Promotions Board (formerly PCVC)	TPB
32. Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	TIDCORP

#### **Competitive and Sustainable Agriculture and Fisheries Sector**

<i>Food Security Improved and Incomes Increased; Sector Resilience to Climate Change Risks Increased</i>	
33. Integrated Feedmills Manufacturing Corporation	IFMC
34. Land Bank of the Philippines	LBP
35. Menzi Development Corporation (PMO)	MDC
36. National Agri-Business Corporation	NABCOR
37. National Dairy Authority	NDA
38. National Food Authority	NFA
39. National Livelihood Development Corp. (Merged Livecor and NLSF)	NLDC
40. National Sugar Development Company (PMO)	NSDC
41. National Tobacco Administration	NTA
42. Philippine Agricultural Development and Commercial Corporation	PADCC
43. Philippine Coconut Authority	PCA
44. Philippine Crop Insurance Corporation	PCIC
45. Philippine Fisheries Development Authority	PFDA
46. Philippine Forest Corporation	PFC
47. Ouedan & Rural Credit Guarantee Corporation	QUEDANCOR
48. Sugar Regulatory Administration	SRA
49. Zamboanga National Agricultural College - Rubber Estate Corporation	ZREC

#### **Accelerating Infrastructure Development**

*Ensure an integrated, coordinated, safe, and secure transport network, especially in conflict-affected and highly impoverished areas*

50. Alabang-Sto. Tomas Development, Inc.	ASDI
51. Cebu Port Authority	CPA
52. Civil Aviation Authority of the Philippines	CAAP
53. Clark International Airport Corporation	CIAC
54. Light Rail Transit Authority	LRTA
55. Mactan-Cebu International Airport Authority	MCIAA
56. Manila International Airport Authority	MIAA
57. North Luzon Railway Corporation	NLRC
58. PEA Tollway Corporation	PEA-TC
59. Philippine National Construction Corporation	PNCC
60. Philippine National Railways	PNR
61. Philippine Ports Authority	PPA
62. Philippine Sugar Corporation	PHILSUCOR

*Equitable, Efficient and Strategic Provision of Water Supply and Access to Water*

63. Local Water Utilities Administration	LWUA
--	------

*Improve Health Outcomes and effect a Sustainable Environment through improved sanitation, septime and sewerage provision*

64. Metropolitan Waterworks and Sewerage System***	MWSS
--	------

*Provide irrigation infrastructure and basic support services responsive to challenge of ensuring food security*

65. National Irrigation Administration	NIA
--	-----

*Efficient and adequate flood and drainage management systems towards reducing adverse effects of flooding occurrences*

Metropolitan Waterworks and Sewerage System***	MWSS
--	------

*Energy Security, Sustainable and Efficient Power Generation and Universal Electrification*

66. National Electrification Administration	NEA
67. National Power Corporation	NPC

68. National Transmission Corporation	NTC
69. Philippine National Oil Company	PNOC
70. PNOC Alternative Fuel Corp.	PNOC-AFC
71. PNOC Exploration Corporation	PNOC-EC
72. PNOC Renewables Corporation	PNOC-RC
73. PNOC Shipping and Transport Corporation	PNOC-STC
74. Power Sector Assets and Liabilities Management Corporation	PSALM

*Information and Communications Technology (ICT) Infrastructure*

*Provide fast, reliable and affordable access to communications services and information*

*Cultivate an enabling environment to further attract and sustain private sector investments in ICT infrastructure development*

*Achieve increased transparency, efficiency and trust in Government through enhancement of e-government*

75. People's Television Network, Inc.	PTNI
76. Philippine Postal Corporation	PPC

*Social Infrastructure*

*Ensure suitable and sustainable waste management*

*Address the housing needs and gaps in basic services, especially for the poor and marginalized*

*Improve access to and quality of health facilities*

*Ensure adequate and equitable provision of quality educational facilities*

77. National Housing Authority	NHA
Metropolitan Waterworks and Sewerage System***	MWSS

**Towards a resilient and inclusive financial sector**

*Establish and Promote a regionally responsive and inclusive financial system through institutionalized savings generation and resource mobilization*

*Develop an enabling environment for long-term investments*

*Strengthen the governance framework of the financial system in line with best practices and standards*

*\*Empowerment of Filipino consumers through strong consumer protection mechanisms and financial literacy or education programs*

*\*Expand investor and creditor protection mechanisms cognizant of recent demands of modern banking and finance standards*

78. Al-Amanah Islamic Investment Bank of the Philippines	AIIBP
79. Credit Information Corporation	CIC
80. Employees Compensation Commission	ECC
Occupational Safety and Health Center (Special ECC Department)	OSHC
81. National Development Company	NDC
82. People's Credit and Finance Corporation	PCFC
83. Philippine Deposit Insurance Corporation	PDIC

**III. CLIMATE CHANGE ADAPTATION AND MITIGATION**

**Conservation, Protection and Rehabilitation of the Environment and Natural Resources**

*Improved conservation, protection and rehabilitation of natural resources*

*Improved environmental quality for a cleaner and healthier environment*

*Enhanced resilience of natural systems and improved adaptive capacities of human communities to cope with environmental hazards including climate-related risks*

84. Partida Development Administration	PDA
85. Bukidnon Forest, Inc.	BFI
86. Laguna Lake Development Authority	LLDA

**IV. SECURITY, JUSTICE AND PEACE**

**Winning the Peace and Ensuring National Security**

87. Philippine Veterans Investment Development Corporation	PHIVIDECK
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## V. GOOD GOVERNANCE AND ANTI-CORRUPTION

### **Good Governance and the Rule of Law**

*Ensure high-quality, effective, efficient, transparent, accountable, economically and physically accessible and nondiscriminatory delivery of public service*

*Curb corruption decisively*

*Strengthen the rule of law*

*Enhance citizen's access to information and participation in governance*

88. Development Academy of the Philippines
89. APO Production Unit, Inc.

DAP  
APO-PUI



**TABLE 15**  
**ASSETS, LIABILITIES & NET WORTH FOR C.Y. 2010-2011**

	GOCCs	ASSETS		LIABILITIES		NET WORTH	
		2010	2011	2010	2011	2010	2011
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>							
	<b>Banking Institutions</b>						
1.	Al Amarah Islamic Investment Bank of the Philippines	1,118,681,962	757,729,640	581,225,909	267,739,792	537,456,053	489,988,848
2.	Development Bank of the Philippines	297,093,023,000	339,551,936,000	257,677,845,000	298,289,845,000	39,415,178,000	41,687,697,000
3.	DBP Data Center, Inc.	51,132,938	50,789,731	17,249,110	11,549,538	33,838,828	39,200,193
4.	DBP Management Corporation	92,581,847	95,463,418	3,293,312	2,924,344	89,297,935	92,559,347
5.	GSIIS Family Bank	3,575,351,835	2,095,638,705	2,885,295,375	1,666,097,563	409,541,142	
6.	Land Bank of the Philippines	569,014,404,000	643,275,882,000	502,404,963,000	567,445,675,000	66,609,441,000	75,830,207,000
7.	Land Bank Countryside Dev't Foundation, Inc.	92,538,207	100,601,005	1,438,772	1,783,459	90,099,435	98,817,546
8.	LBP Resources and Development Corporation	412,405,170	429,744,474	53,493,370	57,403,892	372,340,582	
9.	Philippine Postal Savings Bank, Inc.	5,298,098,797	6,007,261,716	4,871,314,018	5,328,305,459	426,764,489	687,004,257
	<b>Sub-total</b>	<b>876,748,217,756</b>	<b>992,803,411,689</b>	<b>768,497,163,356</b>	<b>873,101,084,047</b>	<b>108,251,053,900</b>	<b>19,707,327,642</b>
	<b>Non Banking Institutions</b>						
10.	ATP Retirement and Separation Benefits System	N/A	N/A	N/A	N/A	N/A	N/A
		1,127,081,977	1,151,491,034	528,068,533	543,288,535	599,013,444	608,228,100
11.	DBP Leasing Corporation	29,921,09,903	29,489,247,176	26,967,603,866	24,883,865,085	2,953,506,037	4,605,382,091
12.	Home Guaranty Corporation	860,495,042	872,579,862	119,410,556	101,027,850	741,084,166	771,552,012
13.	LBP Insurance Brokerage, Inc.	2,716,244,000	2,958,700,000	1,658,401,000	1,828,065,000	1,057,843,000	1,130,095,000
14.	LBP Leasing Corporation	111,104,747	120,301,545	21,406,632	24,864,610	89,688,115	95,436,635
15.	Masangang Sakahan, Inc.	10,544,324,410	10,041,971,320	9,466,392,392	8,592,840,345	1,077,932,018	1,449,130,975
16.	National Development Company	36,081,023,210	36,957,254,374	42,095,455,288	41,614,017,688	(6,014,432,078)	(4,656,762,694)
17.	National Home Mortgage Finance Corporation	5,238,054,334	5,372,066,362	422,639,550	455,180,971	4,815,414,784	4,916,885,391
18.	National Livelihood Development Corp. (Merged Livedcor and NLSFI)	3,777,078,796	3,625,458,266	2,563,593,299	2,440,484,822	1,213,485,497	1,184,974,444
19.	Philippines Credit and Finance Corporation	1,196,795,048	1,081,788,700	280,264,258	299,553,813	916,530,790	742,234,887
20.	Philippine Crop Insurance Corporation	156,729,081,000	160,904,274,000	92,075,563,300	84,182,289,000	64,653,518,000	76,721,985,000
21.	Philippine Deposit Insurance Corporation	3,314,547,024	3,938,035,389	2,340,241,710	2,444,503,467	974,305,314	1,493,532,922
22.	Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	N/A	N/A	N/A	N/A	N/A	N/A
23.	Philippine Veterans Assistance Commission	5,110,085,752	3,883,311,893	6,417,908,105	6,634,747,970	(1,307,822,353)	(2,751,436,077)
24.	Quecan & Rural Credit Guarantee Corporation	6,280,847,374	6,274,411,871	3,772,621,323	3,783,865,994	2,518,226,351	2,480,559,877
25.	Small Business Corporation	9,694,092,706	10,656,785,732	9,545,752,041	10,334,788,023	239,340,665	322,071,709
26.	Social Housing Finance Corporation			277,327,755,241	198,184,321,553	188,213,889,253	74,527,643,770
	<b>Sub-total</b>	<b>272,711,965,323</b>	<b>319,063,178</b>	<b>331,544,647</b>	<b>23,783,226</b>	<b>26,425,770</b>	<b>89,113,870,272</b>
	<b>Social Security Institutions</b>						
27.	Employees Compensation Commission	N/A	N/A	N/A	N/A	295,279,982	305,108,877
	Occupational Safety and Health Center (Special ECC Department)	N/A	N/A	N/A	N/A	N/A	N/A
28.	Government Service Insurance System	566,611,901,75	635,110,505,663	24,489,392,801	18,784,400,871	542,122,508,374	616,326,104,792
29.	Home Development Mutual Fund (Pag-IBIG)	277,990,865,475	302,847,411,890	60,900,491,190	61,721,031,393	217,080,314,285	241,125,726,497
30.	Philippine Health Insurance Corporation	114,212,288,559	117,214,818,866	9,328,030,142	106,928,070,117	107,883,295,677	134,672,882,174
31.	Social Security System	297,591,340,536	322,379,900,066	8,496,307,380	7,707,067,882	289,095,033,256	314,672,882,174
32.	Veterans Federation of the Philippines*	72,848,282	232,581,293	25,29,164	41,551,737	47,556,919	191,019,556
	<b>Sub-total</b>	<b>1,256,858,307,205</b>	<b>1,378,113,369,365</b>	<b>101,278,684,303</b>	<b>97,609,181,994</b>	<b>1,155,579,622,903</b>	<b>128,504,187,371</b>
<b>II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR</b>							
	<b>Trade</b>						
33.	Center for International Trade Expositions and Missions, Inc.	509,457,815	475,705,299	71,722,263	75,570,549	437,735,552	400,134,750
34.	Duty Free Philippines Corporation	2,75,651,514	2,890,521,733	2,550,236,201	2,446,681,586	(314,584,687)	483,830,147
35.	Philippine International Trading Corporation	1,521,211,626	1,713,964,046	1,319,134,390	1,519,909,086	202,077,036	194,054,960
36.	Philippine Veterans Investment Development Corporation	N/A	N/A	N/A	N/A	(224,683,695)	N/A
37.	PITC Pharma, Inc	135,061,266	109,908,317	359,753,861	4,335,815,810	(243,736,272)	834,283,585
	<b>Sub-total</b>	<b>4,341,381,221</b>	<b>5,190,099,395</b>	<b>4,300,847,015</b>	<b>4,355,815,810</b>	<b>40,534,206</b>	

	GOCcs	ASSETS	2010	2011	2010	2011	LIABILITIES	2010	2011	NET WORTH
<b>Area Development</b>										
38. Alabang-Sio Tomas Development, Inc.	486,427,729	577,603,622	1,839,495	97,845,474	484,588,234	479,763,148				
39. Bases Conversion Development Authority	125,511,180,119	129,665,369,739	45,703,190,672	46,056,850,544	79,807,988,447	83,608,719,195				
40. BCDA Management and Holdings, Inc.	463,292,380	463,388,347	143,162,835	141,547,572	320,129,545	327,543,775				
41. Belatan Technology Park, Inc.	94,880,212	67,380,880	456,755,464	484,622,460	(361,845,125)	(416,841,379)				
42. Balangas Land Company, Inc.	52,988,185	59,23,054	13,711,902	13,074,433	39,276,283	46,156,621				
43. Clark Development Corporation	6,550,324,212	6,132,898,930	3,150,776,403	2,093,437,592	3,398,547,809	4,099,583,338				
44. First Cavite Industrial Estate, Inc.	11,617,144	10,555,648	8,604,071	9,742,386	3,007,073	4,742,386				
45. G.Y. Real Estate, Inc.	9,738,824	153,826,233	57,650	763,720	9,681,174	153,112,513				
46. HGC Subic Corporation	N/A	N/A	N/A	N/A	N/A	N/A				
47. Human Settlements Development Corporation	1,023,362,347	1,030,985,559	160,428,332	160,532,384	862,924,015	870,421,757				
48. John Hay Management Corporation	128,384,650	127,288,328	42,984,351	35,045,321	85,400,300	92,243,007				
49. Kamayan Realty Corporation	11,632,216	11,038,320	998,386	541,948	10,633,830	10,496,372				
50. Laguna Lake Development Authority	647,680,224	673,334,011	99,838,037	133,307,833	547,842,187	542,026,119				
51. Menzi Development Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	N/A				
52. National Housing Authority	46,428,046,563	50,961,645,360	9,619,680,813	10,187,433,217	36,808,356,740	40,774,212,143				
53. Pando Development Administration	536,022,052	574,533,941	1,160,985,748	1,164,052,908	(624,963,696)	(649,498,966)				
54. Philippine Reclamation Authority (Formerly PEA)	31,967,709,020	31,898,811,996	18,746,368,778	18,478,013,152	13,221,340,242	13,420,864,844				
55. Pinagkaisa Realty Corporation	2,654,797	3,89,1968	48,039	123,440	2,768,528	3,768,528				
56. Poro Point Management Corporation	661,261,020	647,324,263	594,722,826	579,980,577	66,538,194	67,423,886				
57. Southern Philippines Development Authority (formerly PTA)	137,234,498	163,107,992	23,601,216	21,531,939	113,633,222	141,375,733				
58. Tourism Infrastructure & Enterprise Zone Authority (formerly PITA)	9,098,778,916	10,059,465,734	1,197,740,587	1,19,740,587	7,902,038,329	8,840,289,750				
<b>Sub-total</b>	<b>223,824,219,097</b>	<b>233,230,004,626</b>	<b>81,125,495,664</b>	<b>80,817,387,863</b>	<b>142,698,123,433</b>	<b>152,412,616,763</b>				
<b>Tourism</b>										
59. Corregidor Foundation, Inc.	68,393,513	85,216,201	3,449,651	3,060,869	63,943,862	82,155,332				
60. Marawi Resort Hotel, Inc. (PMIC)	41,980,095	35,086,707	3,668,058	630,204	38,332,037	34,456,502				
61. Philippine Retirement Authority	809,972,570	1,473,303,479	193,597,722	854,152,759	616,375,448	619,150,660				
62. Tourism Promotions Board (formerly PCVC)	32,037,484	65,543,453	13,797,959	37,480,538	18,239,125	28,062,855				
<b>Sub-total</b>	<b>933,393,662</b>	<b>1,659,149,780</b>	<b>214,502,790</b>	<b>895,324,430</b>	<b>738,890,872</b>	<b>763,825,349</b>				
<b>III. EDUCATIONAL AND CULTURAL SECTOR</b>										
<i>Educational</i>										
63. Aviation Services and Training Institute	N/A	N/A	N/A	N/A	N/A	N/A				
64. Boy Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	N/A				
65. College Industry Technology Center	47,878,660	42,515,118	9,441,248	5,764,985	38,441,412	36,764,33				
66. Development Academy of the Philippines	448,599,169	482,173,330	195,009,867	226,919,750	253,588,302	255,533,870				
67. Girl Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	N/A				
68. Technology Resources Center	1,571,18,1648	1,695,985,130	2,323,843,537	2,388,080,659	(752,661,888)	(692,095,529)				
<b>Sub-total</b>	<b>2,067,659,477</b>	<b>2,220,973,878</b>	<b>2,528,290,652</b>	<b>2,620,751,404</b>	<b>(460,631,175)</b>	<b>(399,777,526)</b>				
<i>Cultural</i>										
69. Cultural Center of the Philippines	1,485,823,694	1,511,581,182	209,583,591	207,161,099	1,276,240,103	1,304,420,083				
70. Noyong Filipino Foundation, Inc.	7,711,829,626	7,726,928,020	21,336,820	30,981,198	7,690,472,806	7,695,846,822				
<b>Sub-total</b>	<b>9,197,653,320</b>	<b>9,238,403,202</b>	<b>230,940,411</b>	<b>238,142,297</b>	<b>8,966,112,909</b>	<b>9,000,26,905</b>				
<b>IV. GAMING SECTOR</b>										
71. Philippine Amusement and Gaming Corporation	28,512,315,343	30,459,437,382	19,044,589,778	16,965,382,495	9,467,715,565	13,494,054,887				
72. Philippine Charity Sweepstakes Office	8,746,871,843	11,369,335,970	9,442,002,096	11,365,025,456	(695,330,253)	(15,188,496)				
<b>Sub-total</b>	<b>37,258,987,186</b>	<b>41,829,271,352</b>	<b>28,486,601,874</b>	<b>28,350,407,961</b>	<b>8,772,385,312</b>	<b>13,478,366,391</b>				
<b>V. ENERGY AND MATERIALS SECTOR</b>										
<i>Energy</i>										
73. National Power Corporation	33,985,860,883	38,431,286,520	25,471,499,274	24,784,528,910	8,424,361,609	13,646,760,610				
74. National Electricity Administration	16,021,205,206	16,056,64,074	14,849,334,347	14,814,372,154	1,171,870,859	1,242,268,920				
75. National Transmission Corporation	363,934,78,993	353,07,947,228	174,280,397,462	167,501,918,846	189,654,383,531	185,570,028,382				
76. Philippine National Oil Company	41,202,99,353	43,352,065,501	5,989,747,159	5,436,167,851	38,203,244,194	37,855,897,650				
77. PNDC Development and Management Corporation	816,137,456	879,128,332	265,199,254	263,143,736	550,938,102	616,284,726				
78. PNDC Shipping and Transport Corporation	1,426,443,197	1,388,720,080	1,087,955,520	1,229,029,105	338,487,677	159,691,775				
79. PNOC Alternative Fuel Corp.	3,158,127,260	2,993,473,072	2,728,668,228	2,411,849,032	421,893,745	2,549,593,327				
80. PNDC Exploration Corporation	15,782,903,695	12,943,145,051	3,711,713,442	3,488,090,967	11,467,713,442	9,47,505,932				
81. PNOC Renewables Corporation	1,095,624,276	1,115,654,839	93,331,794	112,297,811	1,002,232,482	1,003,355,028				
82. Power Sector Assets and Liabilities Management Corporation	931,550,371,024	936,250,614,947	891,649,936,187	881,889,266,644	39,900,434,837	54,381,378,303				
<b>Sub-total</b>	<b>1,408,280,445,343</b>	<b>1,406,460,383,144</b>	<b>1,117,840,110,282</b>	<b>1,099,960,685,359</b>	<b>290,440,335,061</b>	<b>306,500,317,785</b>				

	GOCCs	2010	2011	2010	2011	NET WORTH	2011
<b>Materials</b>							
83. Baliong Buntay Gold Mines, Inc. (PMO)	N/A					N/A	N/A
84. Bilkidiong Forest, Inc.	212,887,753	198,455,725	20,407,284	36,601,593	192,460,488	162,531,187	162,167,734
85. Natural Resources Development Corporation	504,511,230	476,498,313	280,980,043	294,331,179	N/A	N/A	N/A
86. North Davao Mining Corporation (PMC)	N/A						
87. Philippine Milling Development Corporation (formerly NRMDC)	373,093,222	337,546,065	191,061,530	193,989,315	182,011,692	143,558,750	143,558,750
<b>Sub-total</b>	<b>1,090,492,205</b>	<b>1,013,352,703</b>	<b>492,468,837</b>	<b>524,922,087</b>	<b>598,023,368</b>	<b>488,580,616</b>	
<b>VI. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>							
<b>Agriculture and Fisheries</b>							
88. National Dairy Authority	886,211,859	1,188,630,973	717,540,520	950,825,729	168,671,439	238,805,244	238,805,244
89. National Food Authority	62,102,899,823	39,138,739,286	178,412,908,383	171,499,237,224	(115,310,815,560)	(132,060,498,196)	(132,060,498,196)
90. National Tobacco Administration	1,133,886,985	1,095,594,973	109,295,843	105,056,414	1,024,541,142	990,538,559	990,538,559
91. Philippine Agricultural Development and Commercial Corporation	105,063,032	87,923,469	87,654,027	63,169,833	17,408,005	24,753,666	24,753,666
92. Philippine Coconut Authority	1,830,869,134	1,997,468,923	246,561,139	1,030,691,822	1,584,307,986	1,679,809,536	1,679,809,536
93. Philippine Fisheries Development Authority	1,068,389,389	1,007,261,010	7,969,946	965,913,553	37,697,567	41,347,957	41,347,957
94. Philippine Forest Corporation	32,034,186	44,565,660	44,565,660	12,634,879	24,064,241	428,928,781	428,928,781
95. Philippine Sugar Corporation (PMO)	5,691,862,320	6,019,122,193	5,084,962,706	5,190,668,995	606,898,614	828,453,198	828,453,198
96. Phinlidel Panay Agro-Industrial Corp. (PMC)	N/A					N/A	N/A
97. Sugar Regulatory Administration	480,253,332	472,69,737	158,942,121	113,526,685	321,311,211	359,165,562	359,165,562
98. Zamboanga National Agricultural College – Rubber Estate Corporation	354,477,449	358,350,146	342,450,680	344,295,638	12,026,769	14,664,508	14,664,508
<b>Sub-total</b>	<b>73,685,087,609</b>	<b>52,08,945,370</b>	<b>186,987,187</b>	<b>179,562,977,187</b>	<b>(112,51,388,577)</b>	<b>(127,454,032,417)</b>	
<b>Food</b>							
99. Food Terminal, Inc.	19,007,355,533	19,027,327,167	1,164,333,218	1,190,972,112	17,843,022,315	17,836,555,055	17,836,555,055
100. Integrated Fertilizers Manufacturing Corporation	N/A		N/A	N/A	N/A	N/A	N/A
101. National Agri-Business Corporation	3,215,877,919	2,945,654,572	4,274,004,575	4,643,269,058	(998,128,656)	(1,697,614,186)	(1,697,614,186)
102. National Sugar Development Company (PMC)	N/A		N/A	N/A			
103. Northern Foods Corporation (PMC)	228,330,551	246,635,906	929,470,252	975,134,619	(701,079,711)	(728,498,713)	(728,498,713)
<b>Sub-total</b>	<b>22,511,624,003</b>	<b>22,220,217,645</b>	<b>6,367,808,055</b>	<b>6,809,375,789</b>	<b>16,143,813,948</b>	<b>15,410,841,956</b>	
<b>VII. UTILITIES AND INFORMATION-COMMUNICATIONS SECTOR</b>							
<b>Utilities</b>							
104. Cebu Port Authority	5,060,551,744	5,223,372,952	287,742,909	328,467,536	4,772,808,835	4,894,905,416	4,894,905,416
105. Civil Aviation Authority of the Philippines	17,354,422,038	26,028,586,029	1,315,016,487	3,441,636,673	16,039,005,571	22,684,923,556	22,684,923,556
106. Clark International Airport Corporation	2,287,103,738	1,616,266,985	3,127,796,516	1,721,539,532	(630,692,774)	(105,272,947)	(105,272,947)
107. Light Rail Transit Authority	52,332,443,740	58,391,162,992	69,232,677,817	77,302,647,337	(16,900,234,077)	(18,911,484,345)	(18,911,484,345)
108. Local Water Utilities Administration	18,163,765,429	16,948,963,052	12,216,211,662	10,454,810,622	5,953,553,767	5,494,158,430	5,494,158,430
109. Macau-Cebu International Airport Authority	6,339,191,965	6,506,34,620	485,323,948	310,324,162	5,853,867,016	6,196,017,458	6,196,017,458
110. Manila International Airport Authority	27,246,239,000	28,017,303,000	10,720,200,000	10,549,038,000	16,526,035,000	17,468,265,000	17,468,265,000
111. Metropolitan Waterworks and Sewerage System	55,137,924,000	53,997,427,305	21,705,163,000	18,448,751,539	33,432,761,000	34,649,351,766	34,649,351,766
112. National Irrigation Administration	60,322,238,580	51,921,932,419	41,865,329,024	44,076,176,219	18,436,508,556	12,960,758,200	12,960,758,200
113. NIA Consult, Inc.	27,404,503	35,130,388	18,341,530	24,410,850	9,063,013	10,820,138	10,820,138
114. NDC-Philippine Infrastructure Corporation	59,191,772	53,35,960	2,342,806	2,342,806	56,648,966	57,015,154	57,015,154
115. North Luzon Railway Corporation	21,154,049,295	22,481,504,346	16,347,524,083	17,528,866,686	4,806,525,212	4,952,717,660	4,952,717,660
116. Panay Railways Inc. (PMC)	156,729,081,000	301,740,657	92,063,563,000	39,509,267	64,653,516,000	262,23,390	262,23,390
117. PEA Tollways Corporation	214,447,285	222,263,373	211,347,707	218,601,915	3,399,578	3,399,578	3,399,578
118. Philippine Aerospace Development Corporation	122,130,561	122,130,561	30,519,346	30,519,346	20,630,653	91,611,213	91,611,213
119. Philippine National Construction Corporation	10,610,554,818	9,728,111,536	9,035,203,409	11,168,227,521	1,575,351,409	(1,140,115,985)	(1,140,115,985)
120. Philippine National Railways	13,471,691,381	13,637,595,844	24,959,212,639	25,624,430,829	(11,487,513,258)	(11,386,733,885)	(11,386,733,885)
121. Philippine Ports Authority	95,212,828,334	104,781,623,386	16,263,129,680	16,647,205,317	76,946,698,654	88,134,418,269	88,134,418,269
<b>Sub-total</b>	<b>541,851,261,283</b>	<b>403,225,101,805</b>	<b>319,918,345,606</b>	<b>237,898,042,364</b>	<b>221,942,920,677</b>	<b>165,327,059,441</b>	
<b>Information and Communications</b>							
122. APO Production Unit, Inc.	195,788,539	284,446,746	1,211,307,737	296,734,774	(1,015,519,198)	(12,288,028)	(12,288,028)
123. Credit Information Corporation	N/A		N/A	N/A	N/A	N/A	N/A
124. People's Television Network, Inc.	1,031,153,404	992,724,842	499,282,295	560,490,523	531,871,109	432,234,319	432,234,319
125. Philippine Postal Corporation	6,571,157,795	7,206,328,136	4,927,940,756	5,106,483,872	1,643,217,037	2,093,839,264	2,093,839,264
<b>Sub-total</b>	<b>7,798,099,738</b>	<b>8,477,494,724</b>	<b>5,963,709,169</b>	<b>5,963,709,169</b>	<b>1,159,568,948</b>	<b>2,513,785,555</b>	
<b>TOTAL COVERED BY R.A. 10149</b>	<b>4,739,188,799,429</b>	<b>4,835,123,697,203</b>	<b>2,822,303,088,875</b>	<b>2,806,921,677,614</b>	<b>1,916,885,710,554</b>	<b>2,028,202,019,589</b>	

**TABLE 16**  
**ASSETS, LIABILITIES & NET WORTH FOR C.Y. 2012**

	GOCCs	ASSETS	LIABILITIES	NET WORTH
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>				
<b><i>Banking Institutions</i></b>				
1. Al-Amanah Islamic Investment Bank of the Philippines		713,541,065	253,222,066	460,318,999
2. Development Bank of the Philippines		361,074,971,000	318,819,049,000	42,255,922,000
3. DBP Data Center, Inc.		57,517,802	19,433,984	38,083,817
4. DBP Management Corporation		80,267,272	7,776,132	72,491,140
5. GSIS Family Bank		N/A	N/A	N/A
6. Land Bank of the Philippines		681,810,990,000	607,206,730,000	74,604,260,000
7. Land Bank Countryside Dev't Foundation, Inc.		104,692,065	1,172,481	103,519,584
8. LBP Resources and Development Corporation		485,434,491	67,026,558	418,407,932
9. Philippine Postal Savings Bank, Inc.		6,223,339,360	5,502,785,933	720,553,427
<b>Sub-total</b>		<b>1,050,550,753,054</b>	<b>931,877,196,155</b>	<b>118,673,556,899</b>
<b><i>Non Banking Institutions</i></b>				
10. AFP-Retirement and Separation Benefits System		N/A	N/A	N/A
11. DBP Leasing Corporation		1,215,052,723	492,453,083	722,599,641
12. Home Guaranty Corporation		N/A	N/A	N/A
13. LBP Insurance Brokerage, Inc.		904,122,426	101,315,023	802,807,403
14. LBP Leasing Corporation		3,138,522,000	1,926,926,000	1,211,596,000
15. Massaganang Sakahan, Inc.		169,458,635	62,186,920	107,271,715
16. National Development Company		12,293,886,375	8,410,243,676	3,883,642,699
17. National Home Mortgage Finance Corporation		33,927,134,576	37,433,238,336	(3,506,103,760)
18. National Livelihood Development Corp. (Merged Livecor and NLSF)		5,232,157,000	216,290,000	5,015,867,000
19. People's Credit and Finance Corporation		3,879,063,791	2,734,774,212	1,144,289,579
20. Philippine Crop Insurance Corporation		1,271,182,387	393,695,747	877,486,640
21. Philippine Deposit Insurance Corporation		167,307,520,000	83,070,830,000	84,236,690,000
22. Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)		3,152,629,258	2,585,469,883	567,159,375
23. Philippine Veterans Assistance Commission		N/A	N/A	N/A
24. Quedan & Rural Credit Guarantee Corporation		3,270,633,192	8,583,261,454	(5,312,628,261)
25. Small Business Corporation		6,140,456,227	3,680,565,892	2,459,890,335
26. Social Housing Finance Corporation		12,018,870,990	11,722,660,489	296,210,501
<b>Sub-total</b>		<b>253,920,699,581</b>	<b>161,413,910,715</b>	<b>92,506,778,867</b>
<b><i>Social Security Institutions</i></b>				
27. Employees Compensation Commission		358,502,846	34,789,950	323,712,895
Occupational Safety and Health Center (Special ECC Department)		N/A	N/A	N/A
28. Government Service Insurance System		725,020,036,446	18,528,845,652	706,491,190,793
29. Home Development Mutual Fund (Pag-IBIG)		312,521,240,629	57,070,293,094	255,450,947,535
30. Philippine Health Insurance Corporation		126,373,462,732	11,291,013,376	115,082,449,356
31. Social Security System		364,866,743,388	11,383,017,171	353,483,726,217
32. Veterans Federation of the Philippines		N/A	N/A	N/A

GOCCs	ASSETS	LIABILITIES	NET WORTH
<b><i>Area Development</i></b>			
38. Alabang-Sto. Tomas Development, Inc.	602,646,703	97,955,581	504,691,122
39. Bases Conversion Development Authority	130,258,475,991	41,114,136,790	89,144,339,201
40. BCDA Management and Holdings, Inc.	482,263,820	147,644,230	334,619,590
41. Bataan Technology Park, Inc.	N/A	N/A	N/A
42. Batangas Land Company, Inc.	67,574,095	22,401,022	45,173,073
43. Clark Development Corporation	6,075,876,428	1,945,669,019	4,130,207,409
44. First Cavite Industrial Estate, Inc.	10,425,087	11,062,011	(636,924)
45. G.Y. Real Estate, Inc.	144,777,906	2,435,016	142,342,890
46. HGC Subic Corporation	N/A	N/A	N/A
47. Human Settlements Development Corporation	N/A	N/A	N/A
48. John Hay Management Corporation	166,927,175	36,958,658	129,968,517
49. Kamayan Realty Corporation	18,520,983	1,653,595	16,867,388
50. Laguna Lake Development Authority	N/A	N/A	N/A
51. Menzi Development Corporation (PMO)	55,063,980,795	11,960,052,751	43,103,928,043
52. National Housing Authority	491,675,134	1,151,861,190	(660,186,056)
53. Partido Development Administration	33,223,677,204	18,734,350,813	14,489,326,391
54. Philippine Reclamation Authority (Formerly PEA)	3,754,272	131,453	3,622,819
55. Pinagsaisa Reality Corporation	195,392,721	125,690,638	69,702,083
56. Poro Point Management Corporation	131,618,959	19,224,424	112,394,535
57. Southern Philippines Development Authority	11,320,458,877	1,183,843,263	10,136,615,614
58. Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	238,258,046,149	76,555,070,454	161,702,975,695
<b>Sub-total</b>			
<b>III. EDUCATIONAL AND CULTURAL SECTOR</b>			
<b><i>Educational</i></b>			
63. Aviation Services and Training Institute	N/A	N/A	N/A
64. Boy Scouts of the Philippines	N/A	N/A	N/A
65. Cottage Industry Technology Center	43,377,150	7,583,622	35,793,528
66. Development Academy of the Philippines	578,542,294	297,383,290	281,159,004
67. Girl Scouts of the Philippines	N/A	N/A	N/A
68. Technology Resources Center	1,820,690,727	2,601,708,677	(781,017,950)
<b>Sub-total</b>	<b>2,442,610,171</b>	<b>2,906,675,589</b>	<b>(464,065,418)</b>
<b><i>Cultural</i></b>			
69. Cultural Center of the Philippines	N/A	N/A	N/A
70. Nayong Pilipino Foundation, Inc.	2,826,961,130	29,973,897	2,796,987,233
<b>Sub-total</b>	<b>2,826,961,130</b>	<b>29,973,897</b>	<b>2,796,987,233</b>

GOCCs		ASSETS	LIABILITIES	NET WORTH
<b>Materials</b>				
83. Batong Buhay Gold Mines, Inc. (PMO)	N/A	N/A	N/A	N/A
84. Bukidnon Forest, Inc.	N/A	N/A	N/A	N/A
85. Natural Resources Development Corporation	498,567,011	301,871,570	196,695,441	196,695,441
86. North Davao Mining Corporation (PMO)	N/A	N/A	N/A	N/A
87. Philippine Mining Development Corporation (formerly NRMDC)	356,057,287	199,494,254	156,563,033	156,563,033
<b>Sub-total</b>	<b>854,624,298</b>	<b>501,365,824</b>	<b>353,258,474</b>	
<b>VI. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>				
<i>Agriculture and Fisheries</i>				
88. National Dairy Authority	1,234,775,533	784,278,853	450,496,681	450,496,681
89. National Food Authority	26,856,795,000	163,400,903,000	(136,544,108,000)	(136,544,108,000)
90. National Tobacco Administration	1,221,231,562	114,181,362	1,107,050,200	1,107,050,200
91. Philippine Agricultural Development and Commercial Corporation	75,603,284	53,644,199	21,959,085	21,959,085
92. Philippine Coconut Authority	2,337,907,148	439,462,613	1,898,444,536	1,898,444,536
93. Philippine Fisheries Development Authority	1,472,627,557	1,425,502,190	47,125,367	47,125,367
94. Philippine Forest Corporation	501,601,490	30,503,375	471,098,115	471,098,115
95. Philippine Sugar Corporation (PMO)	6,292,524,681	5,296,431,390	996,093,291	996,093,291
96. Phividec Panay Agro-Industrial Corp. (PMO)	N/A	N/A	N/A	N/A
97. Sugar Regulatory Administration	452,788,625	208,186,767	244,601,857	244,601,857
98. Zamboanga National Agricultural College - Rubber Estate Corporation	25,083,602	9,919,911	15,163,691	15,163,691
<b>Sub-total</b>	<b>40,470,938,482</b>	<b>171,763,013,660</b>	<b>(131,292,075,177)</b>	
<i>Food</i>				
99. Food Terminal, Inc.	12,734,910,759	594,724,847	12,140,185,912	12,140,185,912
100. Integrated Feedmills Manufacturing Corporation	N/A	N/A	N/A	N/A
101. National Agri-Business Corporation	2,659,157,725	3,948,723,989	(1,289,566,264)	(1,289,566,264)
102. National Sugar Development Company (PMO)	N/A	N/A	N/A	N/A
103. Northern Foods Corporation (PMO)	267,496,909	1,045,985,309	(778,488,400)	(778,488,400)
<b>Sub-total</b>	<b>15,661,565,394</b>	<b>5,589,434,145</b>	<b>10,072,131,249</b>	
<b>VII. UTILITIES AND INFORMATION-COMMUNICATIONS SECTOR</b>				
<i>Utilities</i>				
104. Cebu Port Authority	5,369,283,946	346,511,041	5,022,772,905	5,022,772,905
105. Civil Aviation Authority of the Philippines	27,935,673,977	3,849,247,176	24,086,426,801	24,086,426,801
106. Clark International Airport Corporation	1,594,972,569	1,712,872,684	(117,900,114)	(117,900,114)
107. Light Rail Transit Authority	70,806,314,431	86,088,806,049	(15,282,491,618)	(15,282,491,618)
108. Local Water Utilities Administration	15,554,566,034	9,095,595,635	6,458,970,399	6,458,970,399
109. Mactan-Cebu International Airport Authority	6,528,923,264	290,551,948	6,238,371,317	6,238,371,317
110. Manila International Airport Authority	32,243,478,002	13,455,425,157	18,788,052,845	18,788,052,845
111. Metropolitan Waterworks and Sewerage System	54,765,952,561	18,251,318,491	36,514,634,070	36,514,634,070
112. National Irrigation Administration	59,964,343,101	46,599,924,639	13,364,418,462	13,364,418,462
113. NIA Consult, Inc.	36,002,642	28,827,224	7,175,418	7,175,418
114. NDC-Philippine Infrastructure Corporation	59,987,384	2,354,620	57,632,764	57,632,764

**TABLE 17**  
**REVENUES, EXPENDITURES & NET INCOME (LOSS) FOR C.Y. 2010-2011**

	GOCCS	REVENUES		EXPENDITURES		NET INCOME		NET INCOME (NET OF SUBSIDY)		
		2010	2011	2010	2011	2010	2011			
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>										
<b>Banking Institutions</b>										
1. Al-Amari/Islamic Investment Bank of the Philippines	30,883,564	33,735,364	30,883,564	33,735,364	75,957,397	(39,202,059)	(42,222,033)	(39,202,059)		
2. Development Bank of the Philippines	21,929,463,000	19,727,079,000	21,929,463,000	19,727,079,000	15,722,510,000	3,676,311,000	4,004,548,000	3,676,311,000		
3. DBP Data Center, Inc.	58,071,617	56,500,216	58,071,617	56,500,216	52,710,252	2,667,350	5,361,365	5,361,365		
4. DBP Management Corporation	6,856,748	4,332,781	6,856,748	4,332,781	1,910,829	3,695,609	2,421,952	2,421,952		
5. GSIS Family Bank	620,539,678	137,403,773	620,539,678	137,403,773	491,204,225	366,755,156	123,335,453	(21,361,383)		
6. Land Bank of the Philippines	43,705,929,000	37,232,162,000	43,705,929,000	37,232,162,000	26,331,742,000	25,362,276,000	11,869,886,000	11,869,886,000		
7. Land Bank Countryside Devt Foundation, Inc.	31,331,340	31,947,659	31,331,340	31,947,659	29,866,217	23,229,548	1,365,123	8,718,111		
8. LBP Resources and Development Corporation	137,953,679	153,875,239	137,953,679	153,875,239	140,599,631	9,022,864	13,275,608	13,275,608		
9. Philippine Postal Savings Bank, Inc.	557,964,124	504,294,326	557,964,124	504,294,326	523,147,346	493,312,741	31,816,778	10,981,385		
<b>Sub-total</b>	<b>67,072,897,382</b>	<b>57,885,426,026</b>	<b>67,072,897,382</b>	<b>57,885,426,026</b>	<b>45,892,517,901</b>	<b>42,230,987,334</b>	<b>21,180,345,481</b>	<b>15,654,438,692</b>		
<b>Non Banking Institutions</b>										
10. AFP Retirement and Separation Benefits System	N/A									
11. DBP Leasing Corporation	53,485,589	76,580,391	53,485,589	76,580,391	37,90,150	67,365,737	16,295,459	16,295,459		
12. Home Guaranty Corporation	833,878,151	810,498,418	833,878,151	810,498,418	1,712,31,121	1,438,168,364	(878,952,970)	(878,952,970)		
13. I.BP Insurance Stakeholder, Inc.	122,676,990	123,649,471	122,676,990	123,649,471	52,898,354	51,636,010	69,978,636	72,013,461		
14. I.BP Leasing Corporation	439,148,000	498,237,000	439,148,000	498,237,000	337,62,000	371,603,000	108,388,000	126,634,000		
15. Massatang Development, Inc.	136,179,396	133,312,214	136,179,396	133,312,214	132,23,960	5,731,273,694	3,855,416	5,731,273,694		
16. National Development Company	931,280,740	1,034,988,512	931,280,740	1,034,988,512	735,75,700	593,970,522	194,985,040	441,018,990		
17. National Home Mortgage Finance Corporation	1,291,382,710	2,515,104,377	1,291,382,710	2,515,104,377	1,052,963,993	1,110,384,702	132,933,554	(57,330,098)		
18. National Livelihood Development Corp (Merged Livector and NUSF)	338,003,272	366,140,061	338,003,272	366,140,061	219,597,741	271,388,535	116,043,531	94,771,526		
19. People's Credit and Finance Corporation	354,850,690	359,892,402	354,850,690	359,892,402	299,052,824	297,612,455	55,797,866	62,275,947		
20. Philippine Crop Insurance Corporation	433,468,184	499,575,481	433,468,184	499,575,481	484,687,199	683,463,614	(183,888,133)	(51,198,035)		
21. Philippine Post Insurance Corporation	17,958,940,000	25,488,814,000	15,571,518,000	23,775,932,000	15,944,46,000	16,815,638,000	2,165,594,000	8,673,176,000		
22. Trade and Investment Development Corporation of the Philippines (also known as PhilExIM)	798,205,149	541,761,381	798,205,149	541,761,381	467,829,104	412,757,223	331,376,045	99,004,158		
23. Philippine Veterans Assistance Commission	N/A	99,004,158								
24. Quedan & Rural Credit Guarantee Corporation	215,805,989	179,842,616	215,805,989	179,842,616	1,866,239,488	1,828,468,099	(1,650,433,499)	(1,648,625,833)		
25. Small Business Corporation	388,133,629	385,252,046	388,133,629	385,252,046	310,35,408	408,886,199	74,398,221	(23,614,153)		
26. Social Housing Finance Corporation	329,728,538	466,801,158	329,728,538	466,801,158	325,108,002	328,451,902	75,620,536	148,349,556		
<b>Sub-total</b>	<b>24,624,167,007</b>	<b>33,480,450,988</b>	<b>22,181,745,007</b>	<b>36,305,428,744</b>	<b>23,556,682,207</b>	<b>24,827,338,056</b>	<b>1,067,698,800</b>	<b>8,653,112,932</b>		
<b>Social Security Institutions</b>										
27. Employees Compensation Commission	78,465,419	77,440,413	78,465,419	77,440,413	59,138,900	67,611,488	17,328,519	9,828,325		
Occupational Safety and Health Center (Special ECC Department)	N/A									
28. Government Service Insurance System	119,210,844,383	155,928,663,091	119,210,844,383	155,928,663,091	55,305,224,389	61,822,093,477	63,913,220,004	74,096,569,614		
29. Home Development Mutual Fund (Pag-IBIG)	22,470,238,026	24,797,006,540	22,470,238,026	24,797,006,540	11,294,05,278	12,829,760,194	11,957,306,046	11,173,42,950		
30. Philippine Health Insurance Corporation	40,223,17,322	39,968,945,067	40,223,17,322	39,968,945,067	33,798,86,568	35,022,340,668	6,624,150,734	94,680,399		
31. Social Security System	108,719,430,022	115,967,311,764	108,719,430,022	115,967,311,764	84,288,568,277	90,282,150,633	25,685,161,131	23,980,861,715		
32. Veterans Federation of the Philippines	76,765,571	99,483,312	76,765,571	99,483,312	92,63,459	93,454,086	(13,997,888)	(6,029,927)		
<b>Sub-total</b>	<b>290,245,850,955</b>	<b>316,838,850,787</b>	<b>290,245,850,955</b>	<b>316,838,850,787</b>	<b>184,838,850,787</b>	<b>204,137,350,846</b>	<b>105,406,404,084</b>	<b>112,701,499,942</b>		
<b>II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR</b>										
<b>Trade</b>										
33. Center for International Trade Expositions and Missions, Inc.	136,464,848	116,767,734	62,718,848	37,081,734	141,169,642	154,388,536	(4,704,794)	(37,600,802)		
34. Duty Free Philippines Corporation	9,922,194,230	9,005,541,314	9,922,194,230	9,922,194,230	8,511,824	494,331,490	623,271,566	494,331,490		
35. Philippine International Trading Corporation	117,117,206	102,019,518	116,886,057	102,019,518	137,885,297	(29,872,001)	(53,526,737)	(21,103,240)		
36. Philippine Veterans Investment Development Corporation	N/A									
37. PIVC Pharma, Inc.	122,621,657	154,591,127	122,621,657	154,591,127	181,229,046	173,634,004	(58,607,399)	(19,042,577)		
<b>Sub-total</b>	<b>9,381,675,115</b>	<b>10,295,572,919</b>	<b>9,307,697,876</b>	<b>10,215,888,909</b>	<b>8,971,527,809</b>	<b>9,752,471,169</b>	<b>410,147,306</b>	<b>336,701,706,067</b>		
								<b>433,415,440</b>		

GOCcs	REVENUES				EXPENDITURES				NET INCOME				NET INCOME (NET OF SUBSIDY)	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011		
<b>Area Development</b>														
38. Abahang-Silo Tourism Development, Inc.	5,670,597	5,671,860	2,758,257,775	5,670,597	5,671,860	10,499,313	10,186,872	(4,828,716)	(4,515,012)	(4,828,716)	(4,515,012)	(4,828,716)	(4,515,012)	
39. Bases Conversion Development Authority	2,933,784,234	4,854,327,111	2,756,175,397	4,716,770,397	5,756,175,271	5,364,361,694	(2,822,949,037)	(5,034,583)	(2,897,752,986)	(5,034,583)	(2,897,752,986)	(5,034,583)	(2,897,752,986)	
40. BCDs Management and Holdings, Inc	55,639,828	51,239,774	59,539,828	51,239,774	51,239,474	44,937,012	60,985,772	54,247,239	6,574,207	54,247,239	6,574,207	54,247,239	6,574,207	
41. Batangas Technology Park, Inc	1,633,845	4,937,012	1,633,845	4,937,012	4,937,012	4,937,012	50,662,234	(59,380,034)	(59,380,917)	(59,380,917)	(59,380,917)	(59,380,917)	(59,380,917)	
42. Balangas Land Company, Inc	35,068,175	18,043,279	35,068,175	18,043,279	18,043,279	11,716,476	8,519,423	23,352,689	9,523,856	23,352,689	9,523,856	23,352,689	9,523,856	
43. Clark Development Corporation	1,063,616,506	1,143,242,951	1,063,616,506	1,143,242,951	1,143,242,951	886,675,567	889,970,033	176,942,029	243,227,918	176,942,029	243,227,918	176,942,029	243,227,918	
44. First Cattle Estates, Inc	527,340	501,191	527,340	501,191	501,191	501,191	2,489,672	(2,770,511)	(1,924,043)	(2,770,511)	(1,924,043)	(2,770,511)	(1,924,043)	
45. G.Y. Real Estate, Inc	8,321,816	N/A	8,321,816	N/A	N/A	8,321,816	350,477	9,042,348	50,714	70,532	50,714	70,532	50,714	
46. HCC Subs Corporation	N/A	N/A	N/A	N/A	N/A	N/A	N/A							
47. Human Settlements Development Corporation	38,415,030	40,163,667	38,415,030	40,163,667	40,163,667	34,068,119	36,496,292	4,246,971	3,677,375	4,246,971	3,677,375	4,246,971	3,677,375	
48. John Fay Management Corporation	50,194,931	50,194,973	50,194,931	50,194,973	50,194,973	4,628,749	54,330,342	53,701,333	(13,681,111)	(35,061,380)	(48,071,582)	(48,071,582)	(48,071,582)	
49. Kamayan Realty Corporation	3,884,921	3,711,97	3,884,921	3,711,97	3,711,97	2,334,819	2,001,088	1,850,102	1,710,709	1,850,102	1,710,709	1,850,102	1,710,709	
50. Laguna Lake Development Authority	187,708,650	158,910,762	187,708,650	158,910,762	158,910,762	158,910,762	153,986,718	29,458,260	4,974,043	29,458,260	4,974,043	29,458,260	4,974,043	
51. Menzi Development Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	N/A	N/A							
52. National Housing Authority	4,675,945,533	6,270,595,523	1,723,945,533	2,007,737,812	2,007,737,812	2,007,737,812	2,049,793,930	2,686,707,593	2,422,000,721	(24,047,378)	(24,047,378)	(24,047,378)	(24,047,378)	
53. Pantabong Development Administration	76,061,904	78,122,224	66,061,904	78,122,224	78,122,224	105,337,424	102,169,602	(29,476,468)	(24,047,378)	(24,047,378)	(24,047,378)	(24,047,378)	(24,047,378)	
54. Philippine Rehabilitation Authority (Formerly PEA)	1,147,734,437	1,970,682,159	1,147,734,437	1,970,682,159	1,970,682,159	1,970,682,159	755,647,892	679,276,067	1,255,014,267	679,276,067	1,255,014,267	679,276,067	1,255,014,267	
55. Philkaksa Realty Corporation	697,50	13,846,270	697,50	13,846,270	13,846,270	644,915	4,310,863	53,625	9,535,407	53,625	9,535,407	53,625	9,535,407	
56. Puerto Point Management Corporation	51,789,644	58,206,831	51,789,644	58,206,831	58,206,831	54,926,976	61,340,051	(31,38,323)	(30,43,320)	(30,43,320)	(30,43,320)	(30,43,320)	(30,43,320)	
57. Southern Philippines Development Authority	35,161,25	65,514,332	35,161,25	65,514,332	6,514,132	53,112,312	50,507,482	(18,986,186)	15,006,650	15,006,650	15,006,650	15,006,650	15,006,650	
58. Tourism Infrastructure & Enterprise Zone Authority (Formerly PTA)	1,384,703,38	2,065,721,095	1,384,703,38	2,065,721,095	2,065,721,095	2,065,721,095	1,204,556,426	1,105,295,344	780,146,962	981,455,751	780,146,962	981,455,751	981,455,751	
<b>Sub-total</b>	12,341,009,727	16,883,240,076	8,592,402,052	11,494,423,678	10,927,435,617	10,927,435,617	10,754,397,938	1,413,574,111	6,128,842,138	(2,335,033,564)	740,025,740	(2,335,033,564)	740,025,740	
<b>III. EDUCATIONAL AND CULTURAL SECTOR</b>														
<b>Educational</b>														
63. Aviation Services and Training Institute	N/A	N/A	N/A	N/A	N/A	N/A	N/A							
64. Boy Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	N/A	N/A							
65. Cottage Industry Technology Center	15,336,734	15,962,994	8,335,784	7,962,994	7,962,994	20,616,012	17,640,273	(2,175,228)	(1,671,279)	(1,671,279)	(1,671,279)	(1,671,279)	(1,671,279)	
66. Development Academy of the Philippines	234,933,926	276,985,779	165,390,072	233,711,220	233,711,220	233,711,220	195,986,566	215,021,211	1,461,342	1,944,568	1,944,568	1,944,568	1,944,568	
67. Girl Scouts of the Philippines	66,140,985	87,776,739	66,140,985	87,776,739	87,776,739	5,276,739	80,522,923	77,983,409	(14,781,938)	9,833,330	(14,781,938)	9,833,330	(14,781,938)	
68. Technology Resources Center	89,888,036	119,449,864	89,888,036	119,449,864	119,449,864	185,516,283	227,637,481	(95,529,185)	(108,187,617)	(108,187,617)	(108,187,617)	(108,187,617)	(108,187,617)	
<b>Sub-total</b>	343,159,810	412,398,637	283,715,954	361,124,073	439,206,881	361,124,073	322,725,647	520,298,965	(96,247,071)	(107,900,328)	(107,900,328)	(107,900,328)	(107,900,328)	
<b>Cultural</b>														
69. Cultural Center of the Philippines	218,634,292	326,224,539	113,634,282	124,599,756	124,599,756	297,356,631	317,060,239	(78,701,549)	9,154,380	(183,701,549)	(183,701,549)	(183,701,549)	(183,701,549)	
70. Mayong Pilipino Foundation, Inc	44,037,502	43,691,269	46,037,592	43,691,269	43,691,269	35,685,816	32,939,865	10,365,776	10,751,404	10,365,776	10,751,404	10,365,776	10,751,404	
<b>Sub-total</b>	264,871,874	369,915,908	159,817,874	36,065,590,549	41,414,807,759	41,414,807,759	33,313,917,689	36,708,395,680	2,752,387,780	4,706,481,079	2,752,387,780	4,706,481,079	2,752,387,780	4,706,481,079
<b>IV. GAMING SECTOR</b>														
<b>Energy</b>														
71. Philippine Amusement and Gaming Corporation	31,487,177,844	36,658,751,726	31,487,177,844	36,658,751,726	36,658,751,726	28,627,584,865	32,632,412,406	2,659,592,959	4,026,339,322	2,659,592,959	4,026,339,322	2,659,592,959	4,026,339,322	
72. Philippine Charities Sweepstakes Office	4,576,127,705	4,756,056,031	4,576,127,705	4,756,056,031	4,756,056,031	4,485,533,884	4,075,914,274	93,276,821	680,141,757	93,276,821	680,141,757	93,276,821	680,141,757	
<b>Sub-total</b>	36,065,590,549	41,414,807,759	36,065,590,549	41,414,807,759	41,414,807,759	33,313,917,689	36,708,395,680	2,752,387,780	4,706,481,079	2,752,387,780	4,706,481,079	2,752,387,780	4,706,481,079	
<b>V. ENERGY AND MATERIALS SECTOR</b>														
<b>Energy</b>														
73. National Power Corporation	6,084,855,967	9,716,469,555	6,084,855,967	7,459,581,193	7,459,581,193	8,865,255,458	9,735,342,169	(2,780,397,471)	(18,872,614)	(18,872,614)	(18,872,614)	(18,872,614)	(18,872,614)	
74. National Electrification Administration	19,447,352,328	70,390,900	668,111,987	706,390,900	706,390,900	575,611,167	512,385,150	130,329,733	155,726,337	130,329,733	155,726,337	130,329,733	155,726,337	
75. National Transmission Corporation	1,524,867,579	5,592,953,726	1,524,867,579	4,742,205,447	4,742,205,447	5,592,953,726	411,121,805	392,188,770	1,112,949,774	5,209,754,956	1,112,949,774	5,209,754,956	1,112,949,774	
76. Philippine National Oil Company	88,328,617	79,415,706	88,328,617	88,328,617	88,328,617	79,415,706	70,556,460	48,286,390	17,370,412	31,129,316	17,370,412	31,129,316	17,370,412	
77. PNOC Development and Transport Corporation	462,407,340	265,610,869	462,407,340	265,610,869	265,610,869	524,737,798	441,383,243	(62,472,459)	(175,712,374)	(175,712,374)	(175,712,374)	(175,712,374)	(175,712,374)	
78. PNOC Alternative Fuel Corp	77,604,754	78,163,908	78,163,908	78,163,908	78,163,908	268,045,132	253,028,261	(21,140,378)	(174,140,378)	(174,140,378)	(174,140,378)	(174,140,378)	(174,140,378)	
79. PNOC Exploration Corporation	9,150,247,346	10,154,643,816	9,150,247,346	10,154,643,816	10,154,643,816	10,154,643,816	10,154,643,816	10,154,643,816	2,445,320,163	3,014,575,484	3,014,575,484	3,014,575,484	3,014,575,484	
80. PNOC Renewables Corporation	26,446,400	78,845,687	26,446,400	78,845,687	78,845,687	23,371,409	23,371,409	2,177,981	1,455,432	1,455,432	1,455,432	1,455,432	1,455,432	
81. Power Sector Assets and Liabilities Management Corporation	50,971,887,032	19,356,344,721	50,971,887,032	19,356,344,721	19,356,344,721	56,432,151,904	29,854,948,956	2,073,000,000	(10,528,604,245)	(5,458,332,822)	(5,458,332,822)	(5,458,332,822)	(5,458,332,822)	
<b>Sub-total</b>	88,441,090,599	63,553,825,533	88,441,090,599	63,553,825,533	63,553,825,533	67,416,927,693	61,256,937,693	55,336,048,891	55,336,048,891	8,892,365,675	8,892,365,675	8,892,365,675	8,892,365,675	

Gcccs	REVENUES				EXPENDITURES				NET INCOME				NET INCOME (NET OF SUBSIDY)
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	
<b>Materials</b>													
83. Balang Bulay Gold Mines, Inc. (PMCo)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
84. Bulacan Forest, Inc.	29,498,195	7,702,382	26,498,195	7,702,362	30,417,624	32,178,666	(3,919,429)	(24,476,203)	(3,919,429)	(24,476,203)	(3,919,429)	(24,476,203)	(3,919,429)
85. Natural Resources Development Corporation	45,584,186	22,716,691	30,584,186	22,716,691	37,957,079	29,058,388	7,627,117	(6,341,887)	(7,372,863)	(6,341,887)	(7,372,863)	(6,341,887)	(7,372,863)
86. North Davao Mining Corporation (PMCo)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
87. Philippine Mining Development Corporation (formerly NRMDC)	19,424,225	39,922,402	119,424,225	39,922,402	71,475,041	78,375,344	47,948,184	(38,452,842)	47,948,184	(38,452,842)	47,948,184	(38,452,842)	47,948,184
<b>Sub-total</b>	191,506,616	70,341,455	175,506,616	70,341,455	139,849,744	139,612,498	51,656,872	(69,271,042)	36,656,872	(69,271,042)	36,656,872	(69,271,042)	36,656,872
<b>VI. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>													
<b>Agriculture and Fisheries</b>													
88. National Dairi Authority	74,428,362	135,281,488	22,228,362	19,110,447	90,779,939	46,637,163,897	(16,354,577)	(15,666,809,001)	(16,354,577)	(15,666,809,001)	(16,354,577)	(15,666,809,001)	(16,354,577)
89. National Food Authority	52,374,424,344	30,970,554,296	44,374,424,344	28,470,354,296	66,773,454,371	(14,404,030,067)	(22,040,030,067)	(22,040,030,067)	(22,040,030,067)	(22,040,030,067)	(22,040,030,067)	(22,040,030,067)	(22,040,030,067)
90. National Tobacco Administration	565,278,158	166,583,726	86,288,158	109,129,726	216,593,395	220,604,016	346,684,763	(34,026,280)	(34,026,280)	(34,026,280)	(34,026,280)	(34,026,280)	(34,026,280)
91. Philippine Agricultural Development and Commercial Corporation	5,424,842	12,125,301	5,424,842	12,125,301	5,010,493	5,362,926	414,349	6,761,975	414,349	6,761,975	414,349	6,761,975	414,349
92. Philippine Coconut Authority	855,478,542	834,929,369	270,478,542	282,229,369	754,503,308	743,982,576	100,975,284	90,935,733	(98,024,766)	(98,024,766)	(98,024,766)	(98,024,766)	(98,024,766)
93. Philippine Estates Development Authority	507,998,113	516,032,992	507,998,113	516,032,992	442,855,398	512,381,612	65,142,724	3,650,390	65,142,724	3,650,390	65,142,724	3,650,390	65,142,724
94. Philippine Forest Corporation	81,188,055	418,925,612	1,188,055	425,812	71,829,612	12,496,337	9,358,442	404,429,275	(70,841,558)	(70,841,558)	(70,841,558)	(70,841,558)	(70,841,558)
95. Philippine Sugar Corporation (PMCo)	370,551,560	340,514,889	370,551,560	340,514,889	117,578,862	118,961,105	252,927,638	221,553,584	252,927,638	221,553,584	252,927,638	221,553,584	252,927,638
96. Puerto Princesa Agro-Industrial Corp. (PMCo)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
97. Sugar Regulatory Administration	287,755,883	324,945,619	287,755,883	324,945,619	324,945,619	295,071,969	343,018,329	(7,316,276)	(7,316,276)	(7,316,276)	(7,316,276)	(7,316,276)	(7,316,276)
98. Zambaraga National Agricultural College - Rubber Estates Corporation	17,061,633	21,697,614	17,061,633	21,697,614	21,697,614	14,471,197	17,928,816	2,588,466	3,768,198	2,588,466	3,768,198	2,588,466	3,768,198
<b>Sub-total</b>	55,131,588,222	33,759,389,716	45,945,398,222	30,106,584,673	68,789,448,525	48,742,505,979	(13,649,860,304)	(14,983,116,263)	(14,983,116,263)	(14,983,116,263)	(14,983,116,263)	(14,983,116,263)	(14,983,116,263)
<b>Food</b>													
99. Food Terminal, Inc.	339,808,727	370,025,298	339,808,727	370,025,298	287,255,233	280,306,134	52,553,494	109,639,165	52,553,494	109,639,165	52,553,494	109,639,165	52,553,494
100. Integrated Feedmills Manufacturing Corporation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
101. National Agri-Business Corporation	17,546,781	74,529,110	17,546,781	74,529,110	128,304,775	118,300,287	(10,751,984)	(13,771,177)	(10,751,984)	(13,771,177)	(10,751,984)	(13,771,177)	(10,751,984)
102. National Sugar Development Company (PMCo)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
103. Northern Foods Corporation (PMCo)	160,633,736	101,359,118	160,633,736	101,359,118	146,075,151	128,778,119	14,556,645	(27,419,001)	14,556,645	(27,419,001)	14,556,645	(27,419,001)	14,556,645
<b>Sub-total</b>	617,989,304	545,913,527	617,989,304	545,913,527	561,635,159	507,464,540	56,354,145	38,448,287	56,354,145	38,448,287	56,354,145	38,448,287	56,354,145
<b>VII. UTILITIES AND INFORMATION-COMMUNICATIONS SECTOR</b>													
<b>Utilities</b>													
104. Cebu Port Authority	707,304,251	741,416,546	707,304,251	741,416,546	502,825,295	483,825,290	204,479,026	257,591,256	204,479,026	257,591,256	204,479,026	257,591,256	204,479,026
105. Civil Aviation Authority of the Philippines	3,671,3,839	4,105,517,291	3,671,873,368	4,105,517,291	2,261,622,126	2,703,006,515	1,417,774,273	1,402,510,776	1,417,774,273	1,402,510,776	1,417,774,273	1,402,510,776	1,417,774,273
106. Clark International Airport Corporation	314,016,517	355,190,472	314,016,517	355,190,472	442,519,440	473,397,935	(128,922,924)	(118,207,663)	(118,207,663)	(118,207,663)	(118,207,663)	(118,207,663)	(118,207,663)
107. Light Rail Transit Authority	5,184,580,758	3,288,689,867	5,184,580,758	3,288,689,867	9,222,538,755	6,987,620,781	(6,381,848,888)	(1,773,040,023)	(1,773,040,023)	(1,773,040,023)	(1,773,040,023)	(1,773,040,023)	(1,773,040,023)
108. Local Water Utilities Administration	1,725,666,947	1,226,383,206	1,725,666,947	1,226,383,206	1,240,547,105	1,147,919,382	2,129,781,814	(932,552,024)	(932,552,024)	(932,552,024)	(932,552,024)	(932,552,024)	(932,552,024)
109. Mactan-Cebu International Airport Authority	1,249,046,370	1,249,046,370	1,249,046,370	1,249,046,370	8,802,998,000	7,469,326,000	6,919,104,000	539,029,000	6,919,104,000	539,029,000	6,919,104,000	539,029,000	6,919,104,000
110. Manila International Airport Authority	8,308,745,000	8,802,998,000	8,308,745,000	8,802,998,000	2,643,699,000	2,332,927,000	2,310,603,000	333,096,000	2,310,603,000	333,096,000	2,310,603,000	333,096,000	2,310,603,000
111. Metropolitan Networks and Sewerage System	2,985,295,000	2,985,295,000	2,985,295,000	2,985,295,000	2,692,012,689	2,773,817,118	2,906,719,924	3,087,816,428	2,906,719,924	3,087,816,428	2,906,719,924	3,087,816,428	2,906,719,924
112. National Irrigation Administration	2,692,015,939	2,773,817,118	2,692,015,939	2,773,817,118	2,125,662	5,659,809	5,659,944	54,455,059	54,455,059	54,455,059	54,455,059	54,455,059	54,455,059
113. NIA Consult, Inc.	20,896,362	32,299,731	1,459,202	1,329,731	1,002,193	945,336	945,336	457,009	383,725	383,725	383,725	383,725	383,725
114. NDC-Philippine Infrastructure Corporation	1,459,127,438	200,623,166	504,067,466	200,623,166	472,708,646	568,086,287	531,048,812	(367,463,131)	31,986,820	31,986,820	31,986,820	31,986,820	31,986,820
115. North Luzon Railway Corporation	17,965,852,000	2,696,006	16,621,163,000	16,621,163,000	2,696,006	15,490,158,000	3,679,539,589	2,465,694,000	1,136,945,000	1,136,945,000	1,136,945,000	1,136,945,000	1,136,945,000
116. Panay Railways, Inc. (PMCo)	5,659,809	6,569,944	5,659,809	6,569,944	3,702,052,552	54,308,046	32,664,336	32,664,336	32,664,336	32,664,336	32,664,336	32,664,336	32,664,336
117. PEA Tollway Corporation	14,039,611	37,062,052	14,038,362	37,062,052	30,423,233	30,423,233	30,423,233	40,259,435	4,398,522	4,398,522	4,398,522	4,398,522	4,398,522
118. Philippine Aerospace Development Corporation	1,077,128,073	190,380,250	1,077,128,073	190,380,250	824,535,869	851,682,794	252,534,214	(461,302,544)	252,534,214	252,534,214	252,534,214	252,534,214	252,534,214
119. Philippine National Construction Corporation	341,727,432	1,174,842,574	242,416,807	394,847,735	828,433,869	1,124,767,376	(54,411,497)	(54,411,497)	32,075,198	32,075,198	32,075,198	32,075,198	32,075,198
120. Philippine National Railways	8,395,629,688	8,523,913,348	8,395,629,688	8,523,913,348	6,803,662,279	7,373,979,035	1,491,863,368	1,491,863,368	1,491,863,368	1,491,863,368	1,491,863,368	1,491,863,368	1,491,863,368
<b>Sub-total</b>	52,654,326,729	37,389,859,115	50,927,215,831	37,474,551,272	51,937,861,206	36,005,514,816	716,465,523	1,304,344,289	1,304,344,289	1,304,344,289	1,304,344,289	1,304,344,289	1,304,344,289
<b>Information and Communications</b>													
122. APO Production Unit, Inc.	331,597,742	278,043,882	331,597,742	278,043,882	369,755,568	369,755,568	NA						
123. Credit Information Corporation	N/A	N/A	N/A	N/A	NA	NA	NA	NA	NA	NA	NA	NA	NA
124. People's Television Network, Inc.	143,916,171	152,606,171	145,731,447	140,423,233	308,423,522	308,423,522	155,919,450	(162,556,153)	(162,556,153)	(162,556,153)	(162,556,153)	(162,556,153)	(162,556,153)
125. Philippine Postal Corporation	3,191,073,583	3,602,606,000	3,495,066,075	3,495,066,075	3,475,134,164	3,475,134,164	3,475,134,164	(265,060,622)	177,882,403	177,882,403	177,882,403	177,882,403	177,882,403
<b>Sub-total</b>	3,672,501,525	4,032,686,053	3,385,845,500	3,823,533,480	4,135,539,382	4,135,539,382	3,603,662,279	(463,137,837)	90,768,274	90,768,274	90,768,274	90,768,274	90,768,274
<b>TOTAL COVERED BY RA 10149</b>	641,460												

**TABLE 18  
REVENUES, EXPENDITURES & NET INCOME (LOSS) FOR C.Y. 2012**

REVENUES, EXPENDITURES & NET INCOME (LOSS) FOR C.Y. 2012					
	GOCs	Revenues	Revenues (Net of Subsidy)	Expenditures	Net Income
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR</b>					
<b>Banking Institutions</b>					
1. Al-Amanah Islamic Investment Bank of the Philippines	44,896,872	44,896,872	75,553,042	(30,656,170)	-
2. Development Bank of the Philippines	28,448,347,000	28,448,347,000	24,315,006,000	4,133,341,000	4,133,341,000
3. DBP Data Center, Inc.	63,265,091	63,265,091	59,385,466	3,883,625	3,883,625
4. DBP Management Corporation	4,329,628	4,329,628	1,184,262	3,145,367	3,145,367
5. GSIS Family Bank	N/A	N/A	N/A	N/A	N/A
6. Land Bank of the Philippines	35,786,610,000	35,786,610,000	25,678,410,000	10,108,200,000	10,108,200,000
7. Land Bank Countryside Dev't Foundation, Inc.	29,911,832	29,911,832	24,085,269	5,826,563	5,826,563
8. LBP Resources and Development Corporation	220,055,249	220,055,249	201,058,634	18,996,615	18,996,615
9. Philippine Postal Savings Bank, Inc.	527,147,261	527,147,261	496,750,697	30,366,564	30,366,564
<b>Sub-total</b>	<b>65,124,565,933</b>	<b>65,124,565,933</b>	<b>50,851,463,370</b>	<b>14,273,103,563</b>	<b>14,273,103,563</b>
<b>Non Banking Institutions</b>					
10. AFP Retirement and Separation Benefits System	N/A	N/A	N/A	N/A	N/A
11. DBP Leasing Corporation	74,099,075	74,099,075	87,120,206	(13,021,131)	(13,021,131)
12. Home Guaranty Corporation	N/A	N/A	N/A	N/A	N/A
13. LBP Insurance Brokerage, Inc.	115,309,393	115,309,393	47,726,007	67,583,386	67,583,386
14. LBP Leasing Corporation	519,461,000	519,461,000	374,353,000	145,108,000	145,108,000
15. Masaganaang Sakahan, Inc.	182,851,488	182,851,488	173,298,263	9,553,225	9,553,225
16. National Development Company	826,425,889	826,425,889	495,876,259	330,549,630	330,549,630
17. National Home Mortgage Finance Corporation	4,368,969,403	4,368,969,403	3,739,833,977	629,135,425	629,135,425
18. National Livelihood Development Corp.	341,715,000	341,715,000	223,276,000	118,439,000	118,439,000
19. People's Credit and Finance Corporation	344,072,570	344,072,570	280,775,436	63,297,134	63,297,134
20. Philippine Crop Insurance Corporation	588,995,918	588,995,918	446,056,124	142,939,794	142,939,794
21. Philippine Deposit Insurance Corporation	20,231,780,000	17,021,710,000	15,813,180,000	4,418,600,000	3,210,070,000
22. Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	586,791,194	586,791,194	353,426,883	233,364,311	-
23. Philippine Veterans Assistance Commission	N/A	N/A	N/A	N/A	N/A
24. Quedan & Rural Credit Guarantee Corporation	124,279,187	124,279,187	1,651,461,431	(1,527,182,245)	(1,527,182,245)
25. Small Business Corporation	578,459,832	578,459,832	601,268,235	(22,808,403)	(22,808,403)
26. Social Housing Finance Corporation	419,896,807	419,896,807	320,672,247	99,224,561	99,224,561
<b>Sub-total</b>	<b>29,303,106,755</b>	<b>25,593,056,755</b>	<b>24,608,324,068</b>	<b>4,694,782,637</b>	<b>3,710,070,000</b>
<b>II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR</b>					
<b>Trade</b>					
33. Center for International Trade Expositions and Missions, Inc.	216,649,505	37,199,505	208,776,149	7,873,356	(171,636,644)

GOCCS	Revenues	Revenues (Net of Subsidy)	Expenditures	Net Income	Net Income (Net of Subsidy)	Subsidy
<b>Area Development</b>						
38. Alabang-Sto. Tomas Development, Inc.	91,952,027	91,952,027	27,841,119	64,110,908	64,110,908	-
39. Bases Conversion Development Authority	8,277,125,591	8,139,569,417	3,258,504,874	5,018,620,717	4,881,064,543	137,556,174
40. BCDA Management and Holdings, Inc.	61,888,062	61,888,062	50,506,611	11,381,451	11,381,451	-
41. Bataan Technology Park, Inc.	N/A	N/A	N/A	N/A	N/A	-
42. Batangas Land Company, Inc.	17,985,901	17,985,901	9,421,270	8,564,631	8,564,631	-
43. Clark Development Corporation	1,181,930,577	1,181,930,577	994,647,711	187,282,867	187,282,867	-
44. First Cavite Industrial Estate, Inc.	861,862	861,862	2,237,441	(1,375,579)	(1,375,579)	-
45. G.Y. Real Estate, Inc.	4,562,136	4,562,136	13,313,483	(8,751,347)	(8,751,347)	-
46. HGC Subic Corporation	N/A	N/A	N/A	N/A	N/A	-
47. Human Settlements Development Corporation	42,174,885	42,174,885	36,339,896	5,834,988	5,834,988	-
48. John Hay Management Corporation	71,062,038	5,878,050	63,778,481	7,283,558	(57,900,430)	65,183,988
49. Kamayan Realty Corporation	6,218,288	6,218,288	3,159,008	3,059,280	3,059,280	-
50. Laguna Lake Development Authority	N/A	N/A	N/A	N/A	N/A	-
51. Menzi Development Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	-
52. National Housing Authority	6,305,827,196	1,239,243,241	2,539,791,326	3,766,035,869	(1,300,548,086)	5,066,583,955
53. Partido Development Administration	90,640,019	85,421,433	103,868,844	(13,228,826)	(18,447,410)	5,218,586
54. Philippine Reclamation Authority (Formerly PEA)	3,236,443,323	3,236,443,323	1,073,688,326	2,162,754,997	2,162,754,997	-
55. Pinagkaisa Realty Corporation	1,830,442	1,830,442	813,412	1,017,030	1,017,030	-
56. Poro Point Management Corporation	70,825,778	70,825,778	73,091,327	(2,265,548)	(2,265,548)	-
57. Southern Philippines Development Authority	33,280,045	4,888,045	47,300,165	(14,020,121)	(42,412,121)	28,392,000
58. Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	2,267,498,186	2,267,498,186	987,564,815	1,279,933,371	1,279,933,371	-
<b>Sub-total</b>	<b>21,762,106,357</b>	<b>16,459,171,654</b>	<b>9,285,868,110</b>	<b>12,476,238,248</b>	<b>7,173,303,545</b>	<b>5,302,934,703</b>
<b>Tourism</b>						
59. Corregidor Foundation, Inc.	N/A	N/A	N/A	N/A	N/A	-
60. Marawi Resort Hotel Inc. (PMO)	13,083,349	13,083,349	11,774,776	1,308,573	1,308,573	-
61. Philippine Retirement Authority	378,984,367	378,984,367	250,126,506	128,857,860	128,857,860	-
62. Tourism Promotions Board (formerly PCV/C)	281,149,223	11,949,223	101,229,981	179,919,242	(89,280,758)	269,200,000
<b>Sub-total</b>	<b>673,216,938</b>	<b>40,016,938</b>	<b>363,131,264</b>	<b>310,085,675</b>	<b>40,885,675</b>	<b>269,200,000</b>
<b>III. EDUCATIONAL AND CULTURAL SECTOR</b>						
<b>Educational</b>						
63. Aviation Services and Training Institute	N/A	N/A	N/A	N/A	N/A	-
64. Boy Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	-
65. Cottage Industry Technology Center	16,472,848	7,060,338	17,443,453	(970,605)	(10,383,115)	9,412,510
66. Development Academy of the Philippines	372,080,473	317,812,925	369,034,006	3,046,467	(51,221,081)	54,267,548
67. Girl Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	-
68. Technology Resources Center	100,134,218	100,134,218	208,766,092	(108,631,874)	(108,631,874)	-
<b>Sub-total</b>	<b>488,887,539</b>	<b>425,007,481</b>	<b>595,243,551</b>	<b>(106,556,012)</b>	<b>(170,236,070)</b>	<b>63,680,058</b>
<b>Cultural</b>						
69. Cultural Center of the Philippines	N/A	N/A	N/A	N/A	N/A	-
70. Nayong Pilipino Foundation, Inc.	28,825,704	28,825,704	44,875,319	(16,049,615)	(16,049,615)	-
<b>Sub-total</b>	<b>28,825,704</b>	<b>28,825,704</b>	<b>44,875,319</b>	<b>(16,049,615)</b>	<b>(16,049,615)</b>	<b>4,717,584,004</b>
<b>IV. GAMING SECTOR</b>						
71. Philippine Amusement and Gaming Corporation	40,913,550,420	40,913,550,420	38,113,118,820	2,800,431,600	2,800,431,600	-
72. Philippine Charity Sweepstakes Office	5,675,506,665	5,675,506,665	3,758,354,261	1,917,152,404	1,917,152,404	-
<b>Sub-total</b>	<b>46,589,057,085</b>	<b>46,589,057,085</b>	<b>41,871,473,081</b>	<b>4,717,584,004</b>	<b>4,717,584,004</b>	<b>-</b>

GOCSS	Revenues	Revenues (Net of Subsidy)	Expenditures	Net Income	Net Income (Net of Subsidy)	Subsidy
<b>Materials</b>						
83. Batang Buhay Gold Mines, Inc. (PMO)	N/A	N/A	N/A	N/A	N/A	-
84. Bukidnon Forest, Inc.	N/A	N/A	N/A	N/A	N/A	-
85. Natural Resources Development Corporation	38,571,837	23,071,837	28,033,466	11,538,371	(4,961,629)	16,500,000
86. North Davao Mining Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	-
87. Philippine Mining Development Corporation (formerly NRMDC)	83,552,643	83,552,643	70,320,039	13,232,604	13,232,604	-
<b>Sub-total</b>	<b>123,124,480</b>	<b>106,624,480</b>	<b>98,353,505</b>	<b>24,770,975</b>	<b>8,270,975</b>	<b>16,500,000</b>
<b>V. AGRICULTURE, FISHERIES AND FOOD SECTOR</b>						
<i>Agriculture and Fisheries</i>						
88. National Dairy Authority	357,318,308	141,647,701	215,670,607	215,670,607	215,670,607	-
89. National Food Authority	28,615,359,000	20,585,530,000	33,309,044,000	(4,693,685,000)	(12,723,514,000)	8,029,829,000
90. National Tobacco Administration	309,301,114	90,101,114	192,789,472	116,511,642	(102,688,358)	219,200,000
91. Philippine Agricultural Development and Commercial Corporation	1,845,131	1,845,131	4,639,712	(2,794,581)	(2,794,581)	-
92. Philippine Coconut Authority	1,490,370,120	307,613,120	1,282,845,056	207,525,064	(975,231,936)	1,182,757,000
93. Philippine Fisheries Development Authority	557,000,733	557,000,733	552,215,218	4,785,515	4,785,515	-
94. Philippine Forest Corporation	73,895,618	1,390,618	31,589,972	42,305,646	(30,199,354)	72,505,000
95. Philippine Sugar Corporation (PMO)	314,941,570	314,941,570	120,649,116	194,092,455	194,092,455	-
96. Philvides Panay Agro-Industrial Corp. (PMO)	N/A	N/A	N/A	N/A	N/A	-
97. Sugar Regulatory Administration	311,952,185	311,952,185	337,406,027	(25,453,842)	(25,453,842)	-
98. Zamboanga National Agricultural College - Rubber Estate Corporation	13,168,163	13,168,163	12,455,046	713,118	713,118	-
<b>Sub-total</b>	<b>32,045,151,942</b>	<b>22,540,860,942</b>	<b>35,985,481,320</b>	<b>(3,940,329,377)</b>	<b>(13,444,620,377)</b>	<b>9,504,291,000</b>
<i>Food</i>						
99. Food Terminal, Inc.	24,735,194,838	24,735,194,838	9,313,139,450	15,422,055,388	15,422,055,388	-
100. Integrated Feedmills Manufacturing Corporation	N/A	N/A	N/A	N/A	N/A	-
101. National Agri-Business Corporation	17,773,841	17,773,841	35,824,981	(18,051,140)	(18,051,140)	-
102. National Sugar Development Company (PMO)	N/A	N/A	N/A	N/A	N/A	-
103. Northern Foods Corporation (PMO)	107,856,207	107,856,207	150,128,918	(42,212,711)	(42,212,711)	-
<b>Sub-total</b>	<b>24,860,924,886</b>	<b>24,860,824,886</b>	<b>9,499,093,350</b>	<b>15,361,731,537</b>	<b>15,361,731,537</b>	<b>-</b>
<b>VII. UTILITIES AND INFORMATION-COMMUNICATIONS SECTOR</b>						
<i>Utilities</i>						
104. Cebu Port Authority	835,613,342	835,613,342	564,491,941	271,121,401	271,121,401	-
105. Civil Aviation Authority of the Philippines	4,487,314,244	4,487,314,244	2,024,226,597	2,463,087,647	2,463,087,647	-
106. Clark International Airport Corporation	5,16,137,505	5,16,137,505	524,100,893	(7,963,388)	(7,963,388)	-
107. Light Rail Transit Authority	9,679,477,498	9,679,477,498	5,842,411,192	3,837,066,306	3,837,066,306	-
108. Local Water Utilities Administration	1,751,932,441	1,751,932,441	884,195,320	867,737,121	867,737,121	-
109. Mactan-Cebu International Airport Authority	1,482,339,006	1,482,339,006	1,391,314,237	91,024,769	91,024,769	-
110. Manila International Airport Authority	9,128,274,014	9,128,274,014	6,487,714,915	2,640,559,099	2,640,559,099	-
111. Metropolitan Waterworks and Sewerage System	4,105,326,447	4,105,326,447	2,123,943,605	1,981,892,842	1,981,892,842	-
112. National Irrigation Administration	3,491,517,125	3,491,517,125	3,752,340,821	(260,823,696)	(260,823,696)	-
113. NIA Consult, Inc.	51,958,007	51,958,007	53,773,282	(1,815,275)	(1,815,275)	-
114. NDC-Philippine Infrastructure Corporation	1,569,599	1,569,599	939,126	630,473	630,473	-
115. North Luzon Railway Corporation	101,616,753	101,616,753	76,461,380	25,155,373	25,155,373	-
116. Panay Railways Inc. (PMO)	3,453,195	3,453,195	3,837,443	(384,247)	(384,247)	-
117. PEA Tollway Corporation	N/A	N/A	N/A	N/A	N/A	-
118. Philippine Aerospace Development Corporation	46,464,072	46,464,072	41,377,538	5,086,534	5,086,534	-
119. Philippine National Construction Corporation	139,605,580	139,605,580	347,438,714	(207,833,134)	(207,833,134)	-
120. Philippine National Railways	1,113,859,498	995,922,318	1,075,028,244	38,831,254	(79,105,926)	117,937,180
121. Philippine Ports Authority	10,476,719,712	10,476,719,712	7,330,704,364	3,146,015,348	3,146,015,348	-

TABLE 19

GOCCs	Equity		
	2010	2011	2012
Credit Information Corporation	17	58	-
Home Guaranty Corporation	600	900	500
Laguna Lake Development Authority	-	153	-
National Home Mortgage Finance Corporation	-	-	400
Philippine Crop Insurance Corporation	30	-	-
Philippine Postal Corporation	-	479	-
Quedan & Rural Credit Guarantee Corporation	-	100	-
Trade and Investment Development Corporation of the Philippines	-	570	-
<b>TOTAL</b>	<b>647</b>	<b>2,260</b>	<b>900</b>

Source: Bureau of Treasury

**TABLE 20**  
**SUBSIDY RELEASES TO GOCCS**  
(in Million Pesos)

<b>GOCCs</b>	<b>2010</b>		<b>2011</b>		<b>SUBSIDY</b>	
	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>	<b>2012</b>
Bases Conversion Development Authority		92		424		15
Center for International Trade Expositions and Missions, Inc.	75	79	79	179	9	9
Cottage Industry Technology Center	13		9		19	28
Credit Information Corporation					193	195
Cultural Center of the Philippines					216	48
Development Academy of the Philippines	101				-	1,500
Government Service and Insurance System	20				117	-
Laguna Lake Development Authority	-				7,932	-
Land Bank of the Philippines	-				1,868	-
Light Rail Transit Authority	-				56	321
Local Water Utilities Administration	-				-	1,826
Metropolitan Waterworks and Sewerage System	-					
National Agri-Business Corporation	20		-			
National Dairy Authority	52	315				
National Electrification Administration	10	1,670				
National Food Authority	7,685	2,525				
National Home Mortgage Finance Corporation	462	1,000				
National Housing Authority	3,500	16,197				
National Irrigation Administration	-	450				
National Livelihood Development Corporation	1,299	1,438				
National Power Corporation	-	6,624				
National Tobacco Administration	71	-				
National Transmission Corporation	1,025	-				
Natural Resources Development Corporation	15	-				
North Luzon Railway Corporation	100	-				
People's Television Network, Inc.	4	41				
Philippine Coconut Authority	585	543				
Philippine Crop Insurance Corporation	113	114				
Philippine Fisheries Development Authority	-	500				
Philippine Forest Corporation	65	426				
Philippine Health Insurance Corporation	3,506	6,639				
Philippine National Railways	100	421				
Philippine Postal Corporation	-	165				
Social Security System	-	-				
Southern Philippines Development Authority	30	60				
Technology Resources Center	-	336				
Tourism Promotions Board	463	65				
<b>TOTAL</b>	<b>19,406</b>	<b>50,442</b>				<b>40,489</b>

Source: Bureau of Treasury

**TABLE 21**

GOCCs	NET LENDING TO GOCCs (in Million Pesos)			NET LENDING
	2010	2011	2012	
Cebu Ports Authority	(12)	-	-	-
Development Bank of the Philippines	65	89	(44)	(44)
Food Terminal, Inc.	-	-	-	(152)
Land Bank of the Philippines	(43)			(18)
Light Rail Transit Authority	2,858	3,040	2,827	
Local Water Utilities Administration	(35)	11	11	
Manila International Airport Authority	4	14	-	
Metropolitan Waterworks and Sewerage System	(18)	(12)	(10)	
National Development Company	5	1	90	
National Electrification Administration	(224)	(187)	(172)	
National Food Authority	-	8,000	4,748	
National Home Mortgage and Finance Corporation	-	(9)	-	
National Housing Authority	34	-	7	
National Irrigation Administration	3,812	2,768	2,719	
National Power Corporation	2,344	2,788	3,554	
National Transmission Corporation	-	9	-	
North Luzon Railway Corporation	349	392	2,571	
Partido Development Corporation	64	61	56	
Philippine Fisheries Development Authority	(2)	-	-	
Philippine National Oil Company	(745)	(132)	-	
Philippine National Railways	651	689	560	
Philippine Ports Authority	3	(5)	(2)	
Power Sector Assets and Liabilities Management Corporation	4	4	10,334	
Small Business Corporation	-	173	-	
Technology Resources Center	138	191	188	
<b>TOTAL</b>	<b>9,252</b>	<b>17,885</b>	<b>27,267</b>	

**TABLE 22**  
**Breakdown of Positions Subject to Shortlisting and Other Info**

<b>GOCCs COVERED BY R.A. No. 10149</b>							
#	GOCC NAME	ATTACHMENT	NO. OF APPOINTIVE SEATS	NO. OF EX OFFICIO SEATS	NO. OF NATIONAL GOVERNMENT AGENCY/LOCAL GOVERNMENT REPRESENTATIVE SEATS	TOTAL NO. OF SEATS	CHAIRMAN
<b>Government Financial Institutions</b>							
<b>Banking Institutions</b>							
1.	Al-Amanah Islamic Investment Bank of the Philippines (AAIIBP)	Department of Finance (DOF)	9	0	0	9	Jose Luis L. Vera (Acting Chairman and President)
2.	Development Bank of the Phils. (DBP)	DOF	9	0	0	9	Jose A. Nuñez Jr. Gil A. Buenaventura (President/CEO)
3.	Development Bank of the Philippines Data Center, Inc. (DBPDCI)	DOF	7	0	0	7	Gil A. Buenaventura vacant
4.	Development Bank of the Philippines Management Corporation (DBPMC)	DOF	9	0	0	9	vacant vacant
5.	GSIS Family Bank (GSISFB)	DOF	7	0	0	7	Geraldine Marie B. Martinez Emmanuel L. Benitez (President/CEO)
6.	Land Bank of the Philippines (LBP)	DOF	5	4	0	9	Cesar V. Purisima Gilda E. Pico
7.	Land Bank Countryside Development Foundation, Inc. (LCDFI)	DOF	11	0	0	11	Deogracias N. Vistan vacant
8.	LBP Resources and Development Corporation (LRDC)	DOF	11	0	0	11	Gilda E. Pico Simeona Guevarra (President/CEO)
9.	Philippine Postal Savings Bank (PPSB)	Office of the President (OP)	9	0	0	9	Ma. Josefina Dela Cruz Cesar N. Sarino (President/CEO)
<b>Non Banking Institutions</b>							
10.	Credit Information Corporation (CIC)	DOF	8	1	0	9	Teresita J. Herbosa Baltazar N. Endriga
11.	Development Bank of the Philippines-Leasing Corporation (DBP-LC)	DOF	7	0	0	7	vacant vacant
12.	Home Guaranty Corporation (HGC)	DOF	4	3	0	7	Cesar V. Purisima Manuel R. Sanchez
13.	LBP Insurance Brokerage, Inc. (LIBI)	DOF	11	0	0	11	Tomas T. De Leon Jr. vacant
14.	LBP Leasing Corporation (LLC)	DOF	11	0	0	11	Gilda E. Pico Manuel H. Lopez
15.	Masaganang Sakahan, Inc. (MSI)	DOF	11	0	0	11	Crispino T. Aguelo Roy C. Oscilada
16.	National Development Company (NDC)	Department of Trade and Industry (DTI)	2	8	0	10	Gregory L. Domingo Ma. Lourdes F. Rebueno (General Manager)
17.	National Home Mortgage Finance Corporation (NHMFC)	Housing and Urban Development Coordinating Council (HUDCC)	1	4	0	5	Jejomar C. Binay Felixberto U. Bustos Jr. (President/CEO)
18.	National Livelihood Development Corporation (NLDC)	DOF	5	1	1	7	Gilda E. Pico Gondelina G. Amata (President)
19.	People's Credit and Finance Corporation (PCFC)	DOF	9	0	2	11	Gilda E. Pico Edgar V. Generoso (President)
20.	Philippine Crop Insurance Corporation (PCIC)	Department of Agriculture (DA)	5	2	0	7	Proceso J. Alcala Joyv C. Bernabe (President/CEO)
21.	Philippine Deposit Insurance Corporation (PDIC)	DOF	3	2	0	5	Cesar V. Purisima Valentin A. Araneta (President/CEO)
22.	Quedan & Rural Credit Guarantee Corporation (Quedancor)	DA	7	5	0	12	Proceso J. Alcala Armando R. Cralde (President/CEO)
23.	Small Business Corporation (SBC)	DTI	9	2	0	11	Ramon M. Quesada Benel P. Lagua
24.	Social Housing Finance Corporation (SHFC)	HUDCC	7	4	0	11	Jejomar C. Binay Ma. Ana R. Oliveros (President)
25.	Philippine Export-Import Credit Agency (PHILEXIM)	DOF	4	5	0	9	Cesar V. Purisima Francisco S. Magsajo Jr. (President/CEO)
<b>Social Security Institutions</b>							
26.	Employees Compensation Commission (ECC)	Department of Labor and Employment (DOLE)	3	5	0	8	Rosalinda D. Baldoz Stella Z. Banawis (Executive Director)
27.	Government Social Insurance System (GSIS)	DOF	9	0	0	9	Daniel L. Lacson, Jr. Robert G. Vergara (President/General
28.	Home Development Mutual Fund (HDMF)	HUDCC	6	6	0	12	Jejomar C. Binay Darlene Marie B. Berberabe (CEO)
29.	Philippine Health Insurance Corporation (PHIC)	Department of Health (DOH)	6	7	1	14	Enrique T. Ona Enrique T. Ona (Acting President)
30.	Social Security System (SSS)	DOF	8	1	0	9	Juan B. Santos Emilio S. de Quiros Jr.
31.	Veterans Federation of the Philippines (VFP)		0	20	0	20	N/A Emmanuel V. de Ocampo (President)
<b>Trade, Area Development and Tourism Sector</b>							
<b>Trade</b>							
33.	Center for International Trade Expositions and Missions, Inc. (CITEM)	DTI	1	5	0	6	Gregory L. Domingo Rosario Virginia C. Gaetos (Executive Director)
34.	Duty Free Philippines Corporation (DFPC)	Department of Tourism (DOT)	4	3	0	7	Ramon R. Jimenez Jr. Lorenzo C. Formoso (COO)
35.	Philippine International Trading Corporation (PITC)	DTI	2	8	1	11	Gregory L. Domingo Maria Lourdes T. Baua (President)
36.	Philippine Veterans Investment Development Corporation (PHVIDEC)	DND	11	0	0	11	

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37.	PITC Pharma Inc. (PITCPI)	DOH	5	0	0	5	Ma. Lourdes F. Rebueno	Bienvenido S. Bautista President
<b>Area Development</b>								
38.	Alabang-Sto. Tomas Development, Inc.(ASDI)	DTI	7	0	0	7	Jose Vicente C. Bengzon III (Acting Chairman)	Luis F. Sison (President)
39.	Bases Conversion Development Authority (BCDA)	OP	9	0	0	9	Rolando P. Gosiengfiao	Arnel Paciano D. Casanova (President/CEO)
40.	BCDA Management and Holdings, Inc. (BMHI)	OP	9	0	0	9	Arnel Paciano D. Casanova	Rafael L. Llave (OIC-General Manager)
41.	Batangas Land Company, Inc. (BLCI)	DTI	5	0	0	5	Ma. Lourdes F. Rebueno	Lilia L. Arce (President/CEO)
42.	Clark Development Corporation (CDC)	OP	11	0	0	11	Eliseo B. Santiago	Arthur P. Tugade (President)
43.	First Cavite Industrial Estate, Inc. (FCIEI)	DTI	5	0	0	5	Lilia L. Arce	Saturnino H. Mejia (President)
44.	G.Y. Real Estate, Inc. (GYREI)	DTI	5	0	0	5	Ma. Lourdes F. Rebueno	Lilia L. Arce (President)
45.	Human Settlements Development Corporation (HSDC)	DA	1	6	0	7	Proceso J. Alcala	Claron Alcantara (General Manager)
46.	John Hay Management Corporation (JHMC)	OP	11	0	0	11	Silvestre C. Afable Jr.	Jamie Eloise M. Agbayani (President)
47.	Kamayan Realty Corporation (KRC)	DTI	5	0	0	5	Ma. Lourdes F. Rebueno	Lilia L. Arce (President)
48.	Laguna Lake Development Authority (LLDA)	Department of Environment and Natural Resources (DENR)	2	4	4	10	Ramon Jesus P. Paje	Juan Romeo Nereus O. Acosta Jr. (General Manager)
49.	National Housing Authority (NHA)	HUDCC	1	7	0	8	Jejomar C. Binay	Chito M. Cruz
50.	Partido Development Administration (PDA)	OP	11	11	0	22	Ruel T. Velarde	Rosa B. Catolico (Administrator)
51.	Philippine Reclamation Authority (Formerly PEA) (PRA)	DENR	7	0	0	7	Roberto T. Muldong	Peter Anthony A. Abaya (General Manager)
52.	Pinakaisa Realty Corporation (PRC)	DTI	5	0	0	5	Ma. Lourdes F. Rebueno	Lilia L. Arce (President)
53.	Poro Point Management Corporation (PPMC)	OP	11	0	0	11	Ives Q. Nisce	Florante S. Gerdan (President)
54.	Southern Philippines Development Authority (SPDA)	OP	6	5	0	11		Yahya Jerry M. Tomawis (Administrator)
55.	Tourism Infrastructure & Enterprise Zone Authority (formerly PTA) (TIEZA)	DOT	6	6	0	12	Ramon R. Jimenez Jr.	Mark T. Lapid (COO)
<b>Tourism</b>								
56.	Corredor Foundation, Inc. (CFI)	DOT	3	4	0	7	Mark T. Lapid	Beth Day Romulo
57.	Marawi Resort Hotel, Inc. (MRHI)	OP	11	0	0	11		Yahya Jerry M. Tomawis
58.	Philippine Retirement Authority (PRA)	DTI	1	4	0	5	Ramon R. Jimenez Jr.	Veredigno P. Atienza (General Manager)
59.	Tourism Promotions Board (formerly PCVC) (TPB)	DOT	6	5	0	11	Ramon R. Jimenez Jr.	Domingo Ramon Enerio III (COO)
<b>Educational and Cultural Sector</b>								
<b>Educational</b>								
60.	Boy Scouts of the Philippines (BSP)	Department of Education (DEPED)	31	12	0	43		Vice President Jejomar Binay (President)
61.	Cottage Industry Technology Center (CITC)	DTI	4	5	0	9	Gregory L. Domingo	Franklin P. Buonan (Vice Chairman/Executive
62.	Development Academy of the Philippines (DAP)	OP	1	0	10	11	Cayetano W. Paderanga, Jr.	Antonio D. Kalaw Jr. (President/CEO)
63.	Girl Scouts of the Philippines (GSP)	DEPED	39	8	0	47		Dr. Salud A. Bagalso
64.	Technology Resources Center (TRC)	Department of Science and Technology (DOST)	1	10	0	11	Mario Montejo	Dennis L. Cunanan (Director General)
<b>Cultural</b>								
65.	Cultural Center of the Philippines (CCP)	OP	11	0	0	11	Emily A. Abrera	Raul M. Sunico (President)
66.	Nayong Pilipino Foundation, Inc. (NPFI)	DOT	9	0	0	9	Grace P. Ouevedo-Panagsagan	Apolonio B. Anota Jr. (Executive Director)
<b>Gaming</b>								
67.	Philippine Amusement and Gaming Corporation (PAGCOR)	OP	5	0	0	5	Cristino L. Naguiat, Jr. (Chairman/ CEO)	Jorge V. Sarmiento (President/COO)
68.	Philippine Charity Sweepstakes Office (PCSO)	OP	5	0	0	5	Margarita P. Juico	Jose Ferdinand M. Rojas II (General Manager)
<b>Energy and Materials Sector</b>								
<b>Energy</b>								
69.	National Electrification Administration (NEA)	Department of Energy (DOE)	4	1	0	5	Carlos Jericho L. Petilla	Edita S. Bueno (Administrator)
70.	National Power Corporation (NPC)	DOE	1	8	0	9	Cesar V. Purisima	Froilan A. Tampinco
71.	National Transmission Corporation (TRANSCO)	DOE	3	4	0	7	Cesar V. Purisima	Rolando T. Bacani (President/CEO)

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72.	Philippine National Oil Company (PNOC)	DOE	8	1	0	9	Carlos Jericho L. Petilla	Antonio M. Cailao (President)
73.	PNOC Development and Management Corporation (PNOCDMC)	DOE	5	0	0	5	Ma. Gladys C. Sta. Rita	Herminio M. Alcasid Sr. (President)
74.	PNOC Shipping and Transport Corporation (PNOCSTC)	DOE	7	0	0	7	Potenciano V. Larrazabal Jr.	Rogelio M. Guadalquivier (President)
75.	Power Sector Assets and Liabilities Management Corporation (PSALM)	DOE	1	6	0	7	Cesar V. Purisima	Emmanuel R. Ledesma Jr. (President/CEO)
76.	PNOC Alternative Fuel Corp. (PNOCAF)	DOE	5	0	0	5	Sabino R. Oapat	Oante B. Canlas (President)
77.	PNOC Exploration Corporation (PNOCEC)	DOE	9	0	0	9	Gemiliano C. Lopez Jr.	Pedro A. Aquino Jr. (President)
78.	PNOC Renewables Corporation (PNOCRC)	DOE	7	0	0	7	Antonio M. Cailao	Carlos Jose P. Gatmaitan (President)
<b>Materials</b>								
79.	Bukidnon Forest, Inc. (BFI)	DENR	6	2	1	9	Ramon Jesus P. Paje	Ernesto Adobo
80.	Natural Resources Development Corporation (NRDC)	DENR	1	6	0	7	Ramon Jesus P. Paje	Felix Marinas Jr. (President/CEO)
81.	Philippine Mining Development Corporation (formerly NRMDC) (PMDC)	DENR	8	0	3	11	Ramon Jesus P. Paje	Lito A. Mondragon (President/COO)
<b>Agriculture, Fisheries and Food Sector</b>								
<b>Agriculture and Fisheries</b>								
82.	National Dairy Authority (NDA)	DA	5	7	0	12	Proceso J. Alcala	Grace Jagmoc Cenas
83.	National Food Authority (NFA)	DA	1	7	1	9	Proceso J. Alcala	Orlan A. Calayag
84.	National Tobacco Administration (NTA)	DA	7	2	0	9	Proceso J. Alcala	Edgardo D. Zaragoza (Administrator/CEO)
85.	Philippine Agricultural Development and Commercial Corporation (PADCC)		7	0	0	7		Mariiz B. Agbon (President)
86.	Philippine Coconut Authority (PCA)	DA	6	1	0	7	Proceso J. Alcala	Euclides Forbes
87.	Philippine Fisheries Development Authority (PFDA)	DA	2	5	0	7	Proceso J. Alcala	Eduardo M. Chu (General Manager)
88.	Philippine Forest Corporation (PFC)	DENR	2	3	0	5	Ramon Jesus P. Paje	Erwin Krishna A. Santos
89.	Philippine Sugar Corporation (PHILSUCOR)	DA	10	1	0	11	Ma. Regina Bautista-Martin	Renato B. Salvatierra (President)
90.	Phividec Panay Agro-Industrial Corporation (PPAIC)	DND				0		
91.	Sugar Regulatory Administration (SRA)	DA	3	1	0	4	Proceso J. Alcala	Ma. Regina Bautista-Martin (President)
92.	Zamboanga National Agricultural College-Rubber Estate Corporation (ZREC)	DA	7	0	0	7	Proceso J. Alcala	Allan O. Umali (President)
<b>Food</b>								
93.	Food Terminal, Inc. (FTI)	DA	6	0	5	11	Orlan A. Calayag	Rene R. Fuentes
94.	National Agri-Business Corporation (NABCOR)	DA	7	0	0	7	Renato M. Sison	Honesto F. Baniquid (President)
95.	National Sugar Development Company (PMO)					0		
96.	Northern Foods Corporation (NFC)	DA	11	0	0	11		vacant
<b>Utilities and Information-Communications Sector</b>								
<b>Utilities</b>								
97.	Cebu Port Authority (CPA)	Department of Transportation and Communications (DOTC)	6	1	0	7	Joseph Emilio A. Abaya	Dennis R. Villamor (General Manager/CEO)
98.	Civil Aviation Authority of the Philippines (CAAP)	DOTC	1	7	0	8	Joseph Emilio A. Abaya	William K. Hotchkiss III (Director General)
99.	Clark International Airport Corporation (CIAC)	DOTC	7	4	0	11	Joseph Emilio A. Abaya	Victor Jose I. Luciano (President/CEO)
100.	Light Rail Transit Authority (LRTA)	DOTC	2	7	0	9	Joseph Emilio A. Abaya	Honorito D. Chaneco
101.	Local Water Utilities Administration (LWUA)	Department of Public Works and Highways (DPWH)	2	3	0	5	Rene C. Villa	Eduardo C. Santos (Acting Administrator)
102.	Mactan-Cebu International Airport Authority (MCIAA)	DOTC	5	6	0	11	Joseph Emilio A. Abaya	Nigel Paul C. Villarete (General Manager)
103.	Manila International Airport Authority (MIAA)	DOTC	3	1	5	9	Joseph Emilio A. Abaya	Jose Angel A. Honrado (General Manager)
104.	Metropolitan Waterworks and Sewerage System (MWSS)	DPWH	8	1	0	9	Ramon B. Alikpala	Gerardo A.I. Esquivel (Administrator)
105.	National Irrigation Administration (NIA)	DA	2	4	0	6	Proceso J. Alcala	Antonio S. Nangel (Administrator)
106.	NIA Consult, Inc. (NCI)	DA	7	0	0	7	Antonio S. Nangel	Antonio A. Galvez
107.	NDC-Philippine Infrastructure Corporation (NDCPIC)	DTI	7	0	0	7	Ma. Lourdes F. Rebueno	Saturnino H. Mejia (President)
108.	North Luzon Railway Corporation (NORTHRAIL)	DOTC	11	1	0	12	Joseph Emilio A. Abaya	Conrado K. Tolentino (President/COO)

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109.	Panay Railways Inc. (PRI)	DND	11	0	0	11	Antonio Balgos	Juan F. Catalan Luigi Bautista
110.	PEA Tollway Corporation (PEATC)	DTI	7	0	0	7		
111.	Philippine Aerospace Development Corporation (PADC)	DOTC	2	7	0	9	Joseph Emilio A. Abaya	Conrado C. Cueto (Designated Acting) Luis F. Sison
112.	Philippine National Construction Corporation (PNCC)	DTI	11	0	0	11	Jose Vicente C. Bengzon III (Acting Chairman)	
113.	Philippine National Railways (PNR)	DOTC	5	5	0	10	vacant	Junio M. Ragrario
114.	Philippine Ports Authority (PPA)	DOTC	2	7	0	9	Joseph Emilio A. Abaya	Juan C. Sta. Ana
<b>Information and Communications</b>								
115.	APO Production Unit, Inc. (APOPU)	Presidential Communication Operations Office (PCOO)	7	0	0	7	Milagros S. Alora	Amando C. Dimarucot Jr. (President/CEO)
116.	Intercontinental Broadcasting Corporation (IBC-13) (PCGG)		9	0	0	9	Eric S. Canoy	Manolito Q. Cruz (President)
117.	People's Television Network, Inc. (PTV)	PCOO	5	0	0	5	vacant	Cleo B. Dongga-as (General Manager)
118.	Philippine Postal Corporation (PPC)	OP	7	0	0	7	Cesar N. Sarino	Ma. Josefina M. dela Cruz
<b>TOTAL in GOCCs COVERED BY R.A. No. 10149</b>			<b>746</b>	<b>292</b>	<b>34</b>	<b>1072</b>		

GOCCs EXCLUDED FROM R.A. No. 10149 (ECONOMIC ZONES AND RESEARCH INSTITUTIONS)								
#	GOCC NAME	ATTACHMENT	NO. OF APPOINTIVE SEATS		NO. OF EX OFFICIO SEATS		TOTAL NO. OF SEATS	
			COVERED BY R.A. NO. 10149	NOT COVERED BY R.A. NO. 10149				
1.	Aurora Pacific Economic and Freeport Zone Authority (APECO)	DTI	2	5		3		10
2.	Authority of Freeport Area of Bataan (AFAB)	OP	3	0		6		9
3.	Cagayan Economic Zone Authority (CEZA)		4	8		3		15
4.	Philippine Economic Zone Authority (PEZA)	DTI	1	2		10		13
5.	Philippine Institute for Development Studies (PIDS)	National Economic Development Authority (NEDA)	1	3		1		4
6.	Philippine Rice Research Institute (PHILRICE)	DA	4	8		1		13
7.	Subic Bay Metropolitan Authority (SBMA)	OP	5	6		4		15
8.	Zamboanga City Special Economic Zone Authority (ZAMBOECOZONE)	DTI	2	3		3		8
<b>TOTAL in GOCCs EXCLUDED FROM R.A. No. 10149</b>			<b>22</b>	<b>35</b>		<b>31</b>		<b>87</b>



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
Room 479, Mabini Hall, Malacañang Compound, Manila, Philippines 1005

**GCG MEMORANDUM CIRCULAR NO. 2012 – 06**

**OWNERSHIP AND OPERATIONS MANUAL  
GOVERNING THE GOCC SECTOR**

WHEREAS, pursuant to the State declared policy of treating Government-Owned or -Controlled Corporations (GOCCs) as significant tools for economic development, and consistent with the desire of the State to actively exercise its ownership rights in GOCCs and to promote growth by ensuring that their operations are consistent with national development policies and programs, the **Governance Commission for GOCCs (GCG)**, in the exercise of its mandate under Section 5(c) of Republic Act No. 10149, approved the **OWNERSHIP AND OPERATIONS MANUAL GOVERNING THE GOCC SECTOR ("MANUAL")** at its *En Banc* meeting held on 26 April 2012 for formal submission to the President of the Philippines for His Excellency's approval of what would constitute as an organic document for the GOCC Sector;

WHEREAS, His EXCELLENCY, PRESIDENT BENIGNO S. AQUINO III, formally approved the Code for formal promulgation on \_\_\_\_\_;

NOW, THEREFORE, the Commission hereby formally promulgates and implements the Code as follows:

I.

**GENERAL INTRODUCTION**

**ARTICLE 1. Definition of Terms.** – For purposes of this Manual, the following terms shall have the following meanings:

"Act" refers to Republic Act No. 10149, and officially named the "GOCC Governance Act of 2011."

"Affiliate" refers to a corporation fifty percent (50%) or less of the outstanding capital stock of which is owned or controlled, directly or indirectly, by the GOCC.<sup>1</sup>

"Alternative Dispute Resolution System" (ADR) means any process or procedure used to resolve a dispute or controversy, other than by

<sup>1</sup>Sec. 3(a), R.A. No. 10149.



adjudication of a presiding judge of a court, in which a neutral third party participates to assist in the resolution of issues, which includes arbitration, mediation, conciliation, early neutral evaluation, mini-trial, or any combination thereof.<sup>2</sup>

"Appointive Directors" refer to: (1) in the case of a Chartered GOCC, all members of its Board of Directors/Trustees who are not ex officio members thereof; (2) in the case of a Nonchartered GOCCs, the members of its Board of Directors/Trustees whom the State nominates or is entitled to nominate, to the extent of its percentage shareholdings in such GOCC; and (3) in the case of a Subsidiary or an Affiliate, members of its Board of Directors/Trustees whom the GOCC nominates or is entitled to nominate to the extent of its percentage shareholdings in such Subsidiary or Affiliate.<sup>3</sup>

"Articles of Incorporation" refers to primary franchise of a Nonchartered GOCC that, once approved and registered with the Securities and Exchange Commission (SEC) by the issuance of the certificate of incorporation under its official seal, commences the existence of the GOCC as a separate juridical person with a right of succession and the powers, attributes and properties expressly authorized by law or incident to its existence.<sup>4</sup>

"Board of Directors/Trustees" or "Board" or "Governing Board" refer to the collegial body that exercises the corporate powers, conducts all business and controls or holds all properties, of a GOCC, whether it be formally referred to as the "Board of Directors" or "Board of Trustees" or some other term in its Charter, Articles of Incorporation, or By-laws.<sup>5</sup>

"Breakthrough Results" refer to the achievement of corporate goals or other performance indicators as determined by the GOCC or its Supervising Agency.<sup>6</sup>

"By-laws" refers to the basic instrument adopted by a Nonchartered GOCC and duly registered with the Securities and Exchange Commission (SEC) for its internal government, and to regulate the conduct and prescribe the rights and duties of its members or stockholders towards the GOCC and among themselves in reference to the management of its affairs.<sup>7</sup>

"Charter" refers to the formal act of Congress creating a Chartered GOCC and defining its franchise.

"Charter Statement" refers to a statement of the GOCC's vision, mission and core values.<sup>8</sup>

"Chartered GOCC" refers to a GOCC, including a GFI, created and vested with functions by a special law.<sup>9</sup>

<sup>2</sup>ADR Act, R.A. No. 9285

<sup>3</sup>Sec. 3(b), R.A. No. 10149.

<sup>4</sup>Adopted from Secs. 2 and 19, Corporation Code of the Philippines.

<sup>5</sup>Sec. 3(c), R.A. No. 10149.

<sup>6</sup>Sec. 3(d), R.A. No. 10149.

<sup>7</sup>Gokongwei, Jr. v. Securities and Exchange Commission, 89 SCRA 336 (1979).

<sup>8</sup>Sec. 3(e), R.A. No. 10149.



"Chief Executive Officer" ("CEO") refers to the highest ranking corporate executive who heads Management, who could be named as the President or the General Manager, Chairman or the Administrator of a GOCC.<sup>10</sup>

"COA" refers to the Commission on Audit.

"DBM" refers to the Department of Budget and Management.

"Department" refers to an executive department created by law, which shall include any instrumentality having or assigned the rank of a department, regardless of its name or designation."<sup>11</sup>

"DOF" refers to the Department of Finance.

"Ex Officio Board Member" ("Ex Officio Director") refers to any individual who sits or acts as a member of the Board of Directors/Trustees by virtue of one's title to another office, and without further warrant or appointment.<sup>12</sup>

"Extraordinary Diligence" refers to the measure of care and diligence that must be exercised by Directors and Officers in discharging their functions, in conducting the business and dealing with the properties and monies of GOCCs, which is deemed met when Directors and Officers act using the utmost diligence of a very cautious person taking into serious consideration all the prevailing circumstances and Material Facts, giving due regard to the legitimate interests of all affected Stakeholders.<sup>13</sup>

"Officers" refer to the executive officers of the GOCC as provided in its Charter or By-laws, such as the CEO, President, Administrator, General Manager, Vice President, Corporate Secretary, Compliance Officer, Treasurer, Chief Financial Officer, Chief Investment Officer.<sup>14</sup>

"Fit and Proper Rule" refers to a set of standards for determining whether a member of the Board of Directors/Trustees or the CEO is qualified to hold a position in a GOCC which shall include, but not be limited to, standards on integrity, experience, education, training and competence, which standards are set forth under GCG Memorandum Circular No. 2012-05.<sup>15</sup>

"Government Agency" refers to any of the various units of the Government of the Republic of the Philippines, including a department, bureau, office, instrumentality or GOCC, or a local government or a distinct unit therein.<sup>16</sup>

"Government Corporate Governance Standards" refer to a set of principles derived from law and practices, rules and standards prescribed by the GCG that generate long-term and desirable economic value for the

<sup>10</sup>Sec. 3(f), R.A. No. 10149.

<sup>11</sup>Sec. 3(g), R.A. No. 10149.

<sup>12</sup>Sec. 3(h), R.A. No. 10149.

<sup>13</sup>Sec. 3(i), R.A. No. 10149.

<sup>14</sup>Derived from Sections 19 and 21 of R.A. No. 10149.

<sup>15</sup>Sec. 3(q), R.A. No. 10149.

<sup>16</sup>Sec. 3(j), R.A. No. 10149.

<sup>17</sup>Sec. 3(k), R.A. No. 10149.



State; also refers to a system whereby shareholders, creditors, and other stakeholders of a GOCC ensure that Management enhances the value of the GOCC as it competes in an increasingly global market place.<sup>17</sup>

"*Government Financial Institutions*" ("GFI") refer to financial institutions or corporations in which the government directly or indirectly owns majority of the capital stock and which are either (1) registered with or directly supervised by the *Bangko Sentral ng Pilipinas*; or (2) collecting or transacting funds or contributions from the public and places them in financial instruments or assets such as deposits, loans, bonds and equity, including, but not limited to, the Government Service Insurance System and the Social Security System.<sup>18</sup>

"*Government Instrumentalities with Corporate Powers*" (GICP)/  
"Government Corporate Entities" (GCE) refer to instrumentalities or agencies of the government, which are neither corporations nor agencies integrated within the departmental framework, but vested by law with special functions or jurisdiction, endowed with some if not all corporate powers, administering special funds, and enjoying operational autonomy usually through a Charter.<sup>19</sup>

"*Government-Owned or -Controlled Corporation*" ("GOCC") refers to any agency organized as a stock or non-stock corporation, vested with functions relating to public needs whether governmental or proprietary in nature, and owned by the Government of the Republic of the Philippines directly or through its instrumentalities either wholly or, where applicable as in the case of stock corporations, to the extent of at least a majority of its outstanding capital stock: *Provided*, however, that for purposes of the Act, the term "GOCC" shall include GICP/GCE and GFI as defined herein.<sup>20</sup>

"*Holding GOCC*" refers to a GOCC that owns, holds or control, directly or indirectly, through one or more intermediaries, fifty percent (50%) or less of the outstanding capital stock of an Affiliate.

"*NEDA*" refers to the National Economic Development Authority.

"*Nonchartered GOCC*" refers to a GOCC organized and operating under Batas Pambansa Bilang 68, or "The Corporation Code of the Philippines".<sup>21</sup>

"*Parent GOCC*" refers to a GOCC that owns, holds or control, directly or indirectly, through one or more intermediaries, at least a majority of the outstanding capital stock of the Subsidiary.

"*Per Diems*" refer to the compensation granted to members of the Board of Directors or Trustees of a GOCC for actual attendance in meetings.<sup>22</sup>

<sup>17</sup> Sec. 3(l), R.A. No. 10149.

<sup>18</sup> Sec. 3(m), R.A. No. 10149.

<sup>19</sup> Sec. 3(n), R.A. No. 10149.

<sup>20</sup> Sec. 3(o), R.A. No. 10149.

<sup>21</sup> Sec. 3(p), R.A. No. 10149.

<sup>22</sup> Sec. 3(s), R.A. No. 10149.



"Performance Evaluation System" ("PES") refers to the process of appraising the accomplishments of GOCCs in a given fiscal year based on set performance criteria, targets and weights.<sup>23</sup>

"Performance Scorecard" refers to a governance and management tool forming part of the performance evaluation system which consists of a set of measures, targets and initiatives that facilitate the achievement of breakthrough results and performance through the effective and efficient monitoring and coordination of the strategic objectives of the GOCC.<sup>24</sup>

"President" refers to the President of the Republic of the Philippines.<sup>25</sup>

"Public Officials" or "Public Officers" refer to elective and appointive officials and employees, whether permanent or temporary, whether in the career or non-career service, whether or not they receive compensation, regardless of amount,<sup>26</sup> who are in the National Government, and all other instrumentalities, agencies or branches of the Republic of the Philippines, including GOCCs, and their Subsidiaries.<sup>27</sup>

"Public-Private Partnership" ("PPP") or any of the variants of engaging private sector participation in the delivery of public goods and services enunciated in Republic Act No. 7718, as amended, otherwise known as the "Build-Operate-and-Transfer Law."

"Related Corporation" refers to a Subsidiary or Affiliate of a GOCC.<sup>28</sup>

"Secretary" refers to the person vested with the authority and responsibility for the exercise of the mandate of the Department, for the discharge of its powers and functions, and who has supervision and control of the Department.<sup>29</sup>

"Service-Wide Agency" refers to a Government Agency, such as the DBM, COA and the Civil Service Commission, which by the very nature of its functions, including but no limited to, auditing, budget, training, etc., encompass a wide range of services to other Government Agencies, including GOCCs.

"Stakeholder" refers to any individual or entity for whose benefit the GOCC has been constituted, or whose life, occupation, business or well-being is directly affected, whether favorably or adversely, by the regular transactions, operations, or pursuit of the business or social enterprise for which the GOCC has been constituted, and which would include a stockholder, member, or other investor in the GOCC, management, employees, supply creditors, or the community in which the GOCC operates.

"State" refers to the Republic of the Philippines.

<sup>23</sup> Sec. 3(t), R.A. No. 10149.

<sup>24</sup> Sec. 3(u), R.A. No. 10149.

<sup>25</sup> Sec. 3(v), R.A. No. 10149.

<sup>26</sup> Sec. 3(b), R.A. No. 6713.

<sup>27</sup> Sec. 3(a), R.A. No. 10149.

<sup>28</sup> Sec. 3(w), R.A. No. 10149.

<sup>29</sup> Sec. 3(x), R.A. No. 10149.

"Strategy Map" refers to an integrated set of strategic choices or objectives drawn by the governing body, the successful execution of which results in the achievement of the GOCC's vision in relation to its mission or purpose for having been created.<sup>30</sup>

"Subsidiary" refers to a corporation where at least a majority of the outstanding capital stock is owned or controlled, directly or indirectly, through one or more intermediaries, by the GOCC.<sup>31</sup>

"Supervising Agency" refers to a Government Agency to which a GOCC is attached to for purposes of policy and program coordination and for general supervision.<sup>32</sup>

1.1. *Singular Term Include the Plural.* – Unless otherwise indicated in this Manual, any reference to a singular shall apply as well to the plural, and vice versa.

**ART. 2. Coverage.** – This Manual shall cover all GOCCs, GICPs/GCEs and GFIs, including their Subsidiaries, covered by the Act.

## II.

### **STATE OWNERSHIP IN THE GOCC SECTOR**

**ART. 3. Objective of State Ownership in GOCCs.** – The State, recognizing the potential of the GOCC Sector to become a significant tool for economic development, shall:

- 3.1. Actively exercise its ownership rights in GOCCs under a clear and consistent Ownership Policy, as such policy is set forth under Article 4 below; and
- 3.2. Promote growth by ensuring that the governance of GOCCs is carried out in a transparent and accountable manner, with their operations being consistent with national development policies and programs.<sup>33</sup>

**ART. 4. State Ownership Policy.** – Towards achieving such Objective, the State shall ensure that:

- 4.1. The primary role of the private sector in the economy is recognized and that private enterprises are encouraged to undertake desirable economic activities.<sup>34</sup> In pursuing this policy, and unless there is a greater public interest that may be served, GOCCs shall refrain from engaging in activities adequately serviced by the private sector or

<sup>30</sup> Sec. 3(y), R.A. No. 10149.

<sup>31</sup> Sec. 3(z), R.A. No. 10149

<sup>32</sup> Adopted from Sec. 42, Chapter 9, Book IV, Revised Administrative Code of 1987 (Executive Order No. 292, 25 July 1987)

<sup>33</sup> Adopted from Sec. 2, R.A. No. 10149, and OECD Guidelines – "The State Acting as an Owner," at p. 13.

<sup>34</sup> Sec. 20, Art. XII (National Economy and Patrimony) of the 1987 Constitution: "The State recognizes the indispensable role of the private sector, encourages private enterprise, and provides incentives to needed investments." See also the Whereas clause of Pres. Proclamation No. 50, dated 08 December 1986.



adopt PPP schemes for operating enterprises and/or capital undertakings where such approach qualifies under existing laws, such as the Build-Operate-and-Transfer Law.<sup>35</sup>

- 4.2. In areas adequately served by the private sector but where GOCCs have been engaged in, the engaging GOCCs shall ensure that there is a clear separation between the regulatory functions and proprietary activities of GOCCs in order to achieve a level playing field with corporations in the private sector performing similar commercial activities for the public.<sup>36</sup>
- 4.3. The corporate form of organization through which government carries out activities is utilized judiciously.<sup>37</sup>
- 4.4. The State as an active owner, acting through the National Government, shall exercise its ownership rights according to the legal structure of each GOCC.<sup>38</sup>
- 4.5. Corporate governance of GOCCs is enhanced to promote public accountability, transparency, responsibility, professionalism and effectiveness, in the delivery of goods and services to support the national goals.<sup>39</sup>
- 4.6. The operations of GOCCs are rationalized and monitored centrally, primarily through the GCG, in order that government assets and resources are used efficiently and the Government exposure to all forms of liabilities including subsidies is warranted and incurred through prudent means.<sup>40</sup>

#### **B. ROLES AND RELATIONSHIPS ABOUNDING THE GOCC SECTOR**

**ART. 5. State's Role and Relationship with GOCCs.** – The State, as the Owner representing the sovereign people, constitutes the controlling interest in, or is the majority stockholder of, GOCCs and Subsidiaries, and thereby exercises all the prerogatives of ownership in every GOCC, including, but not limited to the:

- (a) *Right to register its equity holdings* in the books of the GOCC for all its equity investments therein, together with the *Right to be issued certificates of stock* representing its investments in the GOCC;
- (b) *Right to dividends*, when declared, pertaining to its equity holdings in the GOCC;

<sup>35</sup> Rep. Act No. 6957, as amended by R.A. No. 7718.

<sup>36</sup> Sec. 2(g), R.A. No. 10149.

<sup>37</sup> Sec. 2(a), R.A. No. 10149.

<sup>38</sup> Adopted from the OECD Guidelines – "The State Acting as an Owner," II-F, p. 13.

<sup>39</sup> Taken from Sec. 4(3) of the ADB draft of Ownership Manual submitted to the GCG dated 12 March 2012 (hereinafter referred to as "ADB Proposed Manual").

<sup>40</sup> Sec. 2(b), R.A. No. 10149.



- (c) *Right to dispose of its equity investment* in the GOCC, including the right to pursue the reorganization, merger, streamlining, abolition or privatization of a GOCC, under a set of criteria provided for in the Act;<sup>41</sup>
- (d) *Right to representation* in all stockholders' or members' meetings of the GOCC, and the *Right to vote* on its shares in all meetings where the stockholders' or members' vote is obtained or necessary to undertake or to ratify corporate activities, contracts or transactions;<sup>42</sup>
- (e) *Right to representation*, namely to nominate, elect or appoint, and remove and replace, the members of the Governing Board of every GOCC;
- (f) *Right to formulate and enforce governance standards* to realize its Ownership Policy for GOCCs; and
- (g) *Right to receive a proportional share in the net assets* of the GOCC upon its dissolution.

**ART. 6. State's Role and Relationship with GOCCs Holding in Trust the Funds or Contributions of Members.** – The State recognizes the exemplary role of certain GOCCs which are constituted and operated to hold in trust the contributions of their members, such as the Social Security System (SSS) and the Government Service Insurance System (GSIS), where the role of the State is not that of an active owner or investor, but as a guardian to promote the best interests of the members/contributors, whose contributions are to be prudently invested for their benefit, and also as a guarantor for the contingent liabilities that the State may assume in instances when such GOCCs are financially unable to provide the benefits to the members/contributors of such systems.

**ART. 7. State's Role and Relationship with Affiliates.** – The State, as an Investor in every Affiliate, has the same prerogatives and rights as other stockholders thereof. In addition, the State, acting by itself or through the Governing Board of the Holding GOCC, possesses and enjoys all the common law rights pertaining to all stockholders in private corporations, including but not limited to:

- 7.1. *Pre-emptive right* to subscribe to all issues or disposition of shares of any class, in proportion to its shareholdings in the Affiliate, and to the extent allowed by law;<sup>43</sup>

<sup>41</sup> Sec. 5(a), R.A. No. 10149.

<sup>42</sup> Adopted from the OECD Guidelines – “The State Acting as an Owner,” II-F(1), p. 13.

<sup>43</sup> Sec. 39, Corporation Code: “*Power to deny pre-emptive right* – All stockholders of a stock corporation shall enjoy pre-emptive right to subscribe to all issues or disposition of shares of any class, in proportion to their respective shareholdings, unless such right is denied by the articles of incorporation or an amendment thereto: *Provided*, That such pre-emptive right shall not extend to shares to be issued in compliance with laws requiring stock offerings or minimum stock ownership by the public; or to shares to be issued in good faith with the approval of the stockholders representing two-thirds (2/3) of the outstanding capital stock, in exchange for property needed for corporate purposes or in payment of a previously contracted debt.”



- 7.2. *Right of appraisal*, to be paid the fair value of its shares of stock in the Affiliate when it has dissented to a corporate action or transaction to which the law grants the right of appraisal;<sup>44</sup> and
- 7.3. *Right to file a derivative suit* on behalf of the Affiliate to enforce the right of, or to recover damages due to, the Affiliate whenever the Board of the Affiliate does not have the legal capacity, or unjustly refuses, to exercise business judgment for the best interests of the Affiliate.

**ART. 8. State Acting Through National Government.** – The National Government is the direct Agent of the State in pursuing the State's role and responsibilities, and enforcing the State's rights and prerogatives as the active owner of GOCCs and Subsidiaries, and as an investor in Affiliates.

- 8.1. *State Acts Primarily Through the President.* – As an agent of the State in the GOCC Sector, the National Government is represented directly by the President of the Philippines, to exercise the State's ownership rights over GOCCs.
- 8.2. *State Acting Through the GCG.* – In the following specific instances under the Act, the National Government is represented by the GCG, to exercise specified State rights of ownership over GOCCs, thus:
  - (a) Evaluate the performance and determine the relevance of GOCCs, and pursue the re-organization, merger, streamlining, abolition, or privatization of GOCCs;<sup>45</sup>
  - (b) Provide for the classification and sub-classification of GOCCs;<sup>46</sup>
  - (c) Adopt an Ownership and Operations Manual and Government Corporate Standards governing GOCCs, in consultation with the relevant Government Agencies and Stakeholders;<sup>47</sup>
  - (d) Recommend to the Governing Boards the suspension of any of their members who participated by commission or omission in the approval of an act which constitutes a violation or noncompliance with the Ownership Manual or a breach of their fiduciary duties to the GOCC and/or its Stakeholders;<sup>48</sup>
  - (e) Promulgate, with the approval of the President of the Philippines, and implement the Fit and Proper Rule that shall identify the

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<sup>44</sup> Sec. 81, Corporation Code: "Sec. 81. *Instances of appraisal right.* – Any stockholder of a corporation shall have the right to dissent and demand payment of the fair value of his shares in the following instances: 1. In case any amendment to the articles of incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class, or of extending shares of any class, or of extending or shortening the term of corporate existence; 2. In case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets as provided in this Code; and 3. In case of merger or consolidation."

<sup>45</sup> Sec. 5(a), R.A. No. 10149.

<sup>46</sup> Sec. 5(b), R.A. No. 10149.

<sup>47</sup> Sec. 5(c), R.A. No. 10149.

<sup>48</sup> Sec. 5(d), R.A. No. 10149.



necessary skills and qualifications required of Appointive Directors;<sup>49</sup>

- (f) Establish and implement Performance Evaluation Systems, including Performance Scorecards, applicable to all GOCCs in general, and to the various GOCC classifications, in particular;<sup>50</sup>
- (g) Conduct periodic study, examination, evaluation and assessment of the performance of the GOCCs, receive, and in appropriate cases, require reports on the operations and management of the GOCCs including, but not limited to, the management of their assets and finances of the GOCCs;<sup>51</sup>
- (h) Provide technical advice and assistance to the Supervising Agencies in setting performance objectives and targets for their attached GOCCs, and in monitoring such GOCCs' performance *vis-a-vis* established objectives and targets;<sup>52</sup>
- (i) Conduct compensation studies and, pursuant thereto, develop and recommend to the President a competitive Compensation and Position Classification System (CPCS) which shall apply to all officers and employees of GOCCs whether covered by or exempt from, the Salary Standardization Law;<sup>53</sup>
- (j) Formulate the *per diems*, allowances, incentives and compensation structure for the members of the Governing Boards;<sup>54</sup>
- (k) Coordinate and monitor the operations of GOCCs to ensure their alignment and consistency with the national development policies and programs,<sup>55</sup> and render semi-annual progress report to the President and to Congress, providing for the performance assessment of the GOCCs and recommending clear and specific actions;<sup>56</sup>
- (l) Review the functions of each GOCC and, upon determination that there is a conflict between the regulatory and commercial functions of a GOCC, recommend to the President, in consultation with the Supervising Agency, such plan of action, such as privatization of the GOCC's commercial operations, or the transfer of the regulatory functions to the appropriate Government Agency, to ensure that commercial functions of the GOCC do not conflict with such regulatory functions;<sup>57</sup>
- (m) Request, through the GCG Chairman, a special COA audit of any GOCC for any specific purpose or, when authorized by law, request authority from COA to allow an audit by independent auditors; and

<sup>49</sup> Secs. 5(e) and 16, R.A. No. 10149.

<sup>50</sup> Sec. 5(f), R.A. No. 10149.

<sup>51</sup> Sec. 5(g), R.A. No. 10149.

<sup>52</sup> Sec. 5(i), R.A. No. 10149.

<sup>53</sup> Secs. 5(h) and 8, R.A. No. 10149.

<sup>54</sup> Sec. 23, R.A. No. 10149.

<sup>55</sup> Sec. 5(j), R.A. No. 10149.

<sup>56</sup> Sec. 5(k), R.A. No. 10149.

<sup>57</sup> Sec. 5(l), R.A. No. 10149.



- (n) Review and recommend to the President of the Philippines for approval the plan by any Government Agency:
    - (1) For the establishment and incorporation of a GOCC or a Related Corporation pursuant to the provisions of the Corporation Code of the Philippines;<sup>58</sup> or
    - (2) To purchase a corporation or acquire controlling interest in any corporation.<sup>59</sup>
- 8.3. *State Acting Through the Supervising Agencies.* – Supervising Agencies shall continue to perform their role and functions over their attached GOCCs, as specified in Article II of Administrative Order No. 59 (s. 1988) insofar as these are not inconsistent with or superseded by provisions of the Act. Supervising Agencies shall extend autonomy at the operational level to its attached GOCCs, and their role in corporate decision-making shall be limited to:
- (a) Ensuring that proposed corporate plans and programs of the Governing Boards are congruent with the Supervising Agencies' sectoral objectives and priorities in support of, *inter alia*, the President's Social Contract Agenda and NEDA's Medium-Term Philippine Development Plan;
  - (b) Determining the implications of such proposed plans and programs on those of other GOCCs attached to the Supervising Agency;
  - (c) Reviewing the assumptions given and calculations made in justifying the viability of such proposed plans and programs and passing upon the targets proposed to be achieved; and
  - (d) Monitoring on a periodic basis the operating results and financial performance of the attached GOCCs to ensure that targets for their sectors are being faithfully pursued.<sup>60</sup>
- 8.4. *State Acting Through Service-Wide Agencies.* – Service-Wide Agencies dealing with and/or affecting the operations of GOCCs shall continue to exercise their respective functions, observing however the policies and guidelines herein provided to the extent that they are not inconsistent with their duties and responsibilities as provided for in specific laws.<sup>61</sup>

In particular, the DOF shall continue performing fiscal planning and programming in relation to GOCCs, such as but not limited to:

- (a) Management of GOCCs' contingent liabilities;
- (b) Evaluation and approval of borrowing programs;
- (c) Evaluation and approval of investments and financing plans; and

<sup>58</sup> Sec. 27, R.A. No. 10149.

<sup>59</sup> Sec. 28, R.A. No. 10149

<sup>60</sup> Taken from Sec. 11 of the AOB Manual.

<sup>61</sup> Taken from Sec. 12 of the ADB Manual.



- (d) Evaluation and approval of capital outlays that are elevated to the Investment Coordinating Committee of the NEDA.

The DBM shall continue to:

- (a) Evaluate and recommend the annual budgetary support to GOCCs; and
  - (b) Evaluate and approve the annual corporate operating budgets (COBs) of GOCCs.
- 8.5. *State Acting Through the Governing Boards of GOCCs and Subsidiaries.* – Having been vested directly by law with the legal capacity and authority to exercise all corporate powers, conduct all the business, and to hold all the properties of the GOCC,<sup>62</sup> mandating under the Act that ultimately all *Ex Officio* Directors and Appointive Directors of the GOCCs are appointed by the President of the Philippines, the State has affirmed the public policy that the Governing Boards of GOCCs constitute the State's direct representatives in, and shall be directly accountable to the State for, the governance and operations of GOCCs.

### **C. RESPONSIBILITIES OF THE NATIONAL GOVERNMENT IN THE OPERATIONS AND GOVERNANCE OF GOCCs**

**ART. 9. Principle of Board Autonomy Pursued within the State's Policy of Active Ownership.** – The National Government shall not be involved in the day-to-day management of GOCCs, and the Boards shall be allowed full operational autonomy to achieve the defined objectives of the GOCCs.<sup>63</sup> The role of the National Government, acting through the GCG and/or the Supervising Agency, shall be to ensure that:

- 9.1. The governance of GOCCs is carried out in a transparent, responsible and accountable manner and with the utmost degree of professionalism and effectiveness.<sup>64</sup>
- 9.2. The Governing Boards are competent to carry out their functions, fully accountable to the State as its fiduciaries, and always acting in the best interest of the State.<sup>65</sup>
- 9.3. There are instituted well-structured, transparent, and fully implemented nomination, appointment or election processes for the Appointive Directors in GOCCs, Subsidiaries and Affiliates.<sup>66</sup>
- 9.4. Subject to the provisions of the Act, there are adopted reasonable, justifiable and appropriate remuneration and incentives schemes for the Directors/Trustees, Officers and employees of GOCCs and their

<sup>62</sup> Adopting Sec. 23, Corporation Code.

<sup>63</sup> Adopted from the OECD Guidelines – “The State Acting as an Owner,” II-B, p. 13.

<sup>64</sup> Sec. 2(c), R.A. No. 10149.

<sup>65</sup> Sec. 2(e), R.A. No. 10149.

<sup>66</sup> Adopted from OECD Guidelines – “The State Acting as an Owner,” II-F(2), p. 13.



Subsidiaries, to foster the long-term interest of the companies that would attract and motivate qualified professionals,<sup>67</sup> but at the same time prevent or deter the granting of unconscionable and excessive remuneration packages.<sup>68</sup>

- 9.5. There is instituted a reporting and evaluation system, which will require that the periodic disclosure and examination of the operations and management of the GOCCs, their assets and finances, revenues and expenditures, is enforced.<sup>69</sup>
- 9.6. The operations of GOCCs are rationalized and monitored centrally in order that government assets and resources are used efficiently and that government exposure to all forms of liabilities, including subsidies, is warranted and incurred through prudent means.<sup>70</sup>

**ART. 10. Provision of Adequate Operational Flexibility.** – GOCCs shall be provided with adequate operational flexibility in order to function properly and efficiently, especially under conditions of market competition. Such flexibility shall nevertheless be consistent with the requirements of public accountability.<sup>71</sup>

- 10.1. *Differential Treatment.* – To implement the concept of adequate operational flexibility, GOCCs shall, subject to existing laws, be accorded differential treatment by the various Service-Wide Agencies, such as the DBM, the DOF, the COA, the CSC and NEDA, in the exercise of their respective powers and functions. Such agencies shall distinguish corporate organizational and procurement practices of GOCCs from those of bureaus and regular line agencies of the National Government.<sup>72</sup>
- 10.2. *GCG Classification of GOCCs.* – In the formulation of the differential treatment of GOCCs, GCG shall classify them in the following classification: (1) Developmental/Social Corporations; (2) Proprietary Commercial Corporations; (3) Government Financial, Investment and Trust Institutions; (4) Corporations with Regulatory Functions; and (5) Other Classifications as may be provided for by the GCG, without prejudice to further sub-classifications in each category and/or any other classification based on parameters as GCG may find relevant or material such as, but not limited to, industry type.<sup>73</sup>

**ART. 11. Competitive Neutrality.** – In order to achieve a level playing field with corporations in the private sector performing similar commercial activities for the public, the National Government shall ensure that there is a clear separation between the regulatory and proprietary activities of GOCCs.<sup>74</sup>

<sup>67</sup> Adopted from OECD Guidelines – "The State Acting as an Owner," II-F(5), p. 13

<sup>68</sup> Sec. 2(f), R.A. No. 10149.

<sup>69</sup> Sec. 2(d), R.A. No. 10149. See also OECD Guidelines – "The State Acting as an Owner," II-F(3), p. 13.

<sup>70</sup> Sec. 2(b), R.A. No. 10149.

<sup>71</sup> Adopted from Sec. 4 of Admin. Order No. 59, s. 1988.

<sup>72</sup> Adopted from Sec. 5 of Admin. Order No. 59 (s.1988).

<sup>73</sup> Sec. 5(b), R.A. No. 10149

<sup>74</sup> Sec. 2(g), R.A. No. 10149.

Unless justified by a greater public interest, Government Agencies that have the discretion to grant competitive advantages and benefits to GOCCs, shall avoid the granting of such advantages and benefits, especially to GOCCs that directly or indirectly compete with the private sector. The advantages and benefits mentioned herein include Government guarantees for debts incurred and special privileges such as partial or full exemption from the payment of taxes, duties, imposts, and other charges. This rule shall not apply when the GOCC concerned is organized solely for cultural, educational, civic or scientific purposes.<sup>75</sup>

**ART. 12. Pursuit of National Development.** – In pursuing the exercise of State ownership in the GOCC Sector, the National Government shall ensure that the promotion of the growth and development of GOCCs shall be consistent with the Social Contract of the President and the Medium-Term Philippine Development Plan issued by the NEDA.<sup>76</sup> The National Government, through the Supervising Agencies to which the GOCCs are respectively attached, shall exercise policy and program coordination,<sup>77</sup> ensuring that the policies and programs of such GOCCs, such as their budgets and operations, as well as their production, financial and other corporate targets, and disposition of profits, are consistent with sectoral policies and programs.<sup>78</sup>

**ART. 13. Restraint in the Creation and Acquisition of GOCCs.** – Restraint shall be exercised in the creation or acquisition of a corporation by any Government Agency.<sup>79</sup> Any Government Agency seeking to purchase a corporation or acquire controlling interest therein, including a planned conversion into equity of loans previously extended by a GOCC to a privately owned corporation organized under the Corporation Code of the Philippines, which conversion will result in majority ownership or control by such GOCC in the debtor corporation,<sup>80</sup> shall submit its proposal to the GCG for review and approval of the President.<sup>81</sup>

#### D. ROLE AND RESPONSIBILITIES OF GOCCs

**ART. 14. GOCCs as Tools for Economic Development.** – GOCCs and Subsidiaries, being wholly- or majority-owned by the State, constitute significant tools of the State to pursue economic development, and a means to promote growth by ensuring that their operations are consistent with national development policies and programs.<sup>82</sup>

**ART. 15. Governing Board Primarily Responsible for Corporate Governance.** – The Governing Board of every GOCC shall be primarily responsible for the management and operation of the GOCC inasmuch as:

<sup>75</sup> Sec. 6, Admin. Order No. 59, s 1988.

<sup>76</sup> Sec. 5(c), R.A. No. 10149.

<sup>77</sup> Sec. 38(3), Exec. Order No. 292, s 1987.

<sup>78</sup> Sec. 8, Admin. Order. No. 59, s.1988.

<sup>79</sup> Adopted from Sec. 17 of Admin. Order No. 59, s. 1988.

<sup>80</sup> Adopted from Sec. 18 of Admin. Order No. 59, s.1988.

<sup>81</sup> Sec. 28, R.A. No. 10149.

<sup>82</sup> Adopted from Sec. 2 of R.A. No. 10149.



- 15.1. All corporate powers of the GOCC are vested directly by law in its Governing Board.<sup>83</sup>
- 15.2. The members of the Governing Board of every GOCC have been imposed by law with the fiduciary duties to:
  - (a) Always act in the best interest of the GOCC, with utmost good faith in all its dealings with the property and monies of the GOCC;<sup>84</sup>
  - (b) Act with due care, extraordinary diligence, skill and good faith in the conduct of the business of the GOCC;<sup>85</sup>
  - (c) Apply sound business principles to ensure the financial soundness of the GOCC;<sup>86</sup> and
  - (d) Hold a trustee relation with respect to the properties, interests and monies of the GOCC.<sup>87</sup>

**ART. 16. Particular Obligations of the Governing Board.** – Governing Boards, shall ensure that they perform their statutorily-defined role as the State's agents in pursuing economic growth and development within the GOCC Sector, by –

- 16.1. Ensuring that government assets and resources are used efficiently and that government exposure to all forms of liabilities and subsidies is warranted and incurred through prudent means;<sup>88</sup>
- 16.2. Ensuring that the operations and governance are carried out in a transparent, responsible and accountable manner and with the utmost degree of professionalism and effectiveness;<sup>89</sup>
- 16.3. Complying faithfully with the reporting and evaluation system governing GOCCs, including the periodic disclosure and examination of their operations and management, their assets and finances, revenues and expenditure;<sup>90</sup> and
- 16.4. Clearly separating the regulatory functions from their proprietary activities in order to achieve a level playing field with the private sector involved in similar commercial activities for the public.<sup>91</sup>

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<sup>83</sup> Sec. 23, Corporation Code: "Unless otherwise provided in this Code, the corporate powers of all corporations formed under this Code shall be exercised, all business conducted and all property of such corporations controlled and held by the board of directors or trustees to be elected from among the holders of stocks, or where there is no stock, from among the members of the corporation, who shall hold office for one (1) year and until their successors are elected and qualified."

<sup>84</sup> Opening paragraph of Sec. 19, R.A. No. 10149.

<sup>85</sup> Sec. 19(b), R.A. No. 10149.

<sup>86</sup> Sec. 19(d), R.A. No. 10149.

<sup>87</sup> Sec. 20, R.A. No. 10149.

<sup>88</sup> Sec. 2(b), R.A. No. 10149.

<sup>89</sup> Sec. 2(c), R.A. No. 10149.

<sup>90</sup> Sec. 2(d), R.A. No. 10149.

<sup>91</sup> Sec. 2(g), R.A. No. 10149.



## E. ROLE AND RESPONSIBILITIES OF THE GCG

**ART. 17. GCG as the Instrumentality of State Ownership.** – The exercise by the State of its ownership rights has been clearly identified with the National Government, by having constituted under the Act the GCG as the "central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies"<sup>92</sup> governing the GOCC Sector.

- 17.1. In the performance of its functions and in the review or evaluation of every GOCC, the GCG is mandated to engage the participation of the Secretary or the highest ranking official of the Supervising Agency to which the GOCC is attached.<sup>93</sup>
- 17.2. The GCG is accountable to and/or has clearly defined relationships with:<sup>94</sup>
  - (a) President of the Philippines, to whose Office the GCG is attached,<sup>95</sup> and to whom GCG is mandated to submit quarterly reports,<sup>96</sup> a semi-annual progress report, and an annual report (within 120 days from the close of the year) on the performance of GOCCs;<sup>97</sup>
  - (b) Congress, as the GCG is mandated to submit to Congress a semi-annual progress report, and an annual report (within 120 days from the close of the year) on the performance of GOCCs;<sup>98</sup>
  - (d) Commission on Audit (COA), as the GCG is authorized by law to seek the periodic special audit of the thirty (30) GOCCs with the highest total assets;<sup>99</sup>
  - (e) Securities and Exchange Commission (SEC), since no new GOCC or Related Corporation can be registered and organized under the Corporation Code of the Philippines unless the application or registration is accompanied by an endorsement from the GCG stating that the President has approved the same;<sup>100</sup>
  - (f) Supervising Agency of each GOCC, (i) with which GCG has to coordinate in pursuing the privatization of the commercial operations of GOCCs when they conflict with their regulatory functions;<sup>101</sup> or (ii) when seeking to purchase a corporation or acquire controlling interest therein, as the law requires them to submit its proposal to the GCG for review and approval of

<sup>92</sup> Sec. 5, R.A. No. 10149.

<sup>93</sup> Last paragraph of Sec. 5, R.A. No. 10149.

<sup>94</sup> OECD Guidelines II-E: "The co-ordinating or ownership entity should be held accountable to representative bodies such as the Parliament and have clearly defined relationships with relevant public bodies, including the state supreme audit institutions." at p. 13.

<sup>95</sup> Sec. 5, R.A. No. 10149.

<sup>96</sup> Sec. 5(j)(3), R.A. No. 10149.

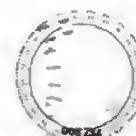
<sup>97</sup> Sec. 5(k), R.A. No. 10149.

<sup>98</sup> Sec. 5(k), R.A. No. 10149.

<sup>99</sup> Sec. 26, R.A. No. 10149.

<sup>100</sup> Sec. 27, R.A. No. 10149.

<sup>101</sup> Sec. 5(l), R.A. No. 10149.



- the President;<sup>102</sup> (iii) with which GCG shall extend technical advice and assistance in setting performance objectives and targets for their attached GOCCs and in monitoring their performance as part of the PES; and
- (g) Privatization Council (PC) and the Privatization and Management Office (PMO), as the law requires the GCG to take-over the privatization of GOCCs that have been identified by the PC and approved for privatization by the President at the end of two (2) years after the effectivity of R.A. No. 10149<sup>103</sup> (i.e., 27 July 2013).<sup>104</sup>

**ART. 18. Nomination, Shortlisting and Appointment of Appointive Directors.**

– The GCG shall identify necessary skills and qualifications for Appointive Directors,<sup>105</sup> taking into consideration the unique requirements of each GOCC,<sup>106</sup> to ensure professionalism and effectiveness in corporate governance. The GCG shall formulate its rules and criteria in the selection and nomination of prospective appointees and shall form search committees to apply the same and ensure that all nominees submitted by the GCG for consideration of the President meet the Fit and Proper Rule established by the GCG and approved by the President.<sup>107</sup>

To maintain the quality of the governance and management of the GOCCs, the GCG, in coordination with the relevant Government Agencies shall, subject to the approval of the President of the Philippines, prescribe, pass upon, and review the qualifications and disqualifications of individuals appointed as Appointive Directors, CEO and other Officers of a GOCC and shall disqualify those found unfit.<sup>108</sup>

**ART. 19. Watchlisting.**<sup>109</sup> – To provide a central information file to be used as a reference in passing upon and reviewing the qualifications of persons nominated, elected or appointed as Appointive Directors pursuant to the Fit and Proper Rule, the GCG shall maintain a watchlist of disqualified nominees, applicants or previously appointed Directors and Officers ("Watchlist") under the following procedures:

**19.1. Watchlist Categories:** Watchlisting shall be categorized as follows:

- (a) Disqualification File "A" (Permanent) – Directors/Officers/employees permanently disqualified by the GCG or relevant Supervising Agency, such as the BSP, from holding a Director and/or Officer position; and
- (b) Disqualification File "B" (Temporary) – Directors and/or Officers temporarily disqualified by the GCG or relevant

<sup>102</sup> Sec. 28, R.A. No. 10149.

<sup>103</sup> R.A. No. 10149 was published in the Official Gazette on 11 July 2011 and took effect fifteen (15) days thereafter, i.e., 26 July 2011.

<sup>104</sup> Sec. 31, R.A. No. 10149.

<sup>105</sup> Sec. 5(e), R.A. No. 10149.

<sup>106</sup> Sec. 15, R.A. No. 10149.

<sup>107</sup> Sec. 15, R.A. No. 10149.

<sup>108</sup> Sec. 16, R.A. No. 10149.

<sup>109</sup> Adopted from BSP Circular No. 296, s. 2001.

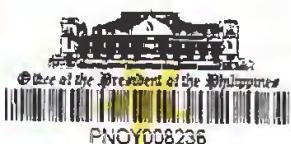


Supervising Agency, such as the BSP, from holding a Director and/or Officer positions.

- 19.2. *Inclusion of Directors and Officers in the Watchlist:* Upon recommendation by the Supervising Agency, the inclusion of a Director or Officer in Watchlist Disqualification Files "A" and "B", on the basis of final and executory decisions, actions or reports of the courts, banks, quasi-banks, BSP, National Bureau of Investigation (NBI), Ombudsman or any other administrative agencies shall require the prior written approval by the GCG.
- 19.3. *Notification of Directors/Officers:* Upon written approval by the GCG, the concerned Director or Officer shall be informed through registered mail, with registry return receipt card, at his/her last known address of his/her inclusion in the Watchlist of persons disqualified to be a Director or Officer in any GOCC covered by the Act.
- 19.4. *Confidentiality:* Watchlisting shall primarily be for determining the applicability of the Fit and Proper Rule for individuals who are nominees for Appointive Directors in the GOCC Sector, but may be accessed or queried upon by Supervising Agencies or regulatory authorities in pursuing their functions.
- 19.5. *Delisting:* All delistings from the Watchlist shall be approved by the GCG upon recommendation of Supervising Agencies or regulatory authorities, except in cases of persons known to be dead where delisting shall be automatic upon proof of death. Delisting from Watchlist Disqualification File "B" (Temporary), may be approved by the GCG in the following cases:
  - (a) After the lapse of the specific period of disqualification;
  - (b) When the conviction by the courts or the tribunals for crimes involving dishonesty, breach of trust and/or violation of banking laws becomes final and executory, in which case the director/ officer/employee is re-listed to Watchlist Disqualification File "A" (Permanent); and
  - (c) Upon favorable decision or clearance by the appropriate body, i.e., court, NBI, Supervising Agency, or the relevant regulatory agency where the concerned individual had a derogatory record.

Directors and Officers delisted from the Watchlist Disqualification File B other than those upgraded to Watchlist Disqualification File A shall be eligible for re-nomination and consideration for appointment for Appointive Director or Officer of a GOCC to which his/her qualifications fit.

**ART. 20. Recommendation on the Suspension or Removal of Any Member of the Governing Board.** – With due regard to the principles of due process, and without prejudice to the filing of administrative and criminal charges, the GCG and Supervising Agencies may recommend:



- (a) To the Governing Board of a GOCC, the suspension of any its member who participated by commission or omission in the approval of any act which constitutes a violation or noncompliance with the Act, this Manual, the Fit and Proper Rule, or the Code of Corporate Governance for GOCCs, for a period depending on the nature and extent of damage cause, and during which period the Director shall not be entitled to any emolument;<sup>110</sup>
  - (b) To the President of the Philippines, the removal of any Appointive Director for any breach of fiduciary duties, or a violation of, or non-compliance with, the provisions of the Act, this Manual, the Fit and Proper Rule, or the Code of Corporate Governance for GOCCs.<sup>111</sup>
- 20.1. A complaint for the suspension or removal of an Appointive Director may be brought formally through a written complaint before the GCG. Ensuring the due process is afforded the respondent Appointive Director, the GCG may pursue any of the following actions:
- (a) Dismiss the complaint outright for want of palpable merit;<sup>112</sup>
  - (b) Submit a formal recommendation to the Governing Board for the removal of the respondent Appointive Director for cause; or
  - (c) Indorse to the proper Government Agency, such as the Office of the Ombudsman, the pursuit of the criminal and or administrative process against the respondent Appointive Director.<sup>113</sup>
- 20.2. The suspension or removal of an Appointive Director who is also the CEO shall have the legal effect of suspending or removing him as CEO of the GOCC.

**ART. 21. Compensation and Position Classification System (CPCS) for GOCCs.** – The GCG, after conducting compensation studies, shall develop a Compensation and Position Classification System (CPCS) which shall apply to all Officers and employees of all GOCCs covered by the Act, whether under the Salary Standardization Law or exempt therefrom and shall consist of classes of positions grouped into such categories as the GCG may determine, subject to the approval of the President.<sup>114</sup>

**ART. 22. Compensation Comparisons and Reviews.** – A compensation committee within the GCG, shall oversee the compensation policy for Appointive Directors of the GOCCs which shall be commensurate with:

<sup>110</sup>Sec 5(d), R.A. No. 1 0149.

<sup>111</sup>Secs. 15 and 17, R.A. No. 10149.

<sup>112</sup>Adopted from the Rules of Preliminary Investigation, Office of the Ombudsman, Admin. Order No. 7, 10 April 1990, hereinafter referred to as "Ombudsman's Rules of Preliminary Investigation."

<sup>113</sup>Adopted from the Ombudsman's Rules of Preliminary Investigation.

<sup>114</sup>Secs. 5(h) and 8, R.A. No. 10149.



- (a) Performance measured against comparable industry benchmarks and key performance indicators; and
- (b) The responsibilities, potential liabilities and heightened responsibilities that they are expected to assume.<sup>115</sup>

### III.

#### **GUIDELINES IN THE PERFORMANCE MONITORING AND EVALUATION OF GOCCs<sup>116</sup>**

**ART. 23. The State as an Informed Owner.** – The State recognizes the need to rationalize and monitor the operations of the GOCC Sector to help bring about improved performance, assure more efficient use of resources and focus their activities and priorities in a manner consistent with national objectives.<sup>117</sup> The specific objectives in the National Government's monitoring of the GOCC Sector are to:

- (a) Identify improvements in the operations of GOCCs that will have positive financial impact and thereby reduce their financial dependence on the National Government;
- (b) Develop performance criteria, targets, and contracts for all GOCCs and identify financial and non-financial incentives, rewards and penalties;
- (c) Strengthen the financial performance review and monitoring of GOCCs, and improve the GCG's databank for the GOCC Sector;
- (d) Develop the framework that will provide the mandate and purpose of the GOCCs, financial discipline among GOCCs, and a more effective and efficient delivery of goods and services to the public, depending on the specific mandates of these GOCCs;
- (e) Enhance public accountability in the operations of GOCCs;
- (f) Promote efficient allocation and use of resources; and
- (g) Integrate and harmonize the plans and programs of all GOCCs with the overall plans and programs of the National Government.

**ART. 24. Evaluation of the Performance and Determination of the Relevance of GOCCs.** – The GCG is mandated to evaluate the performance of GOCCs and determine if they should be reorganized, streamlined, abolished or privatized, in consultation with the Supervising Agency to which a GOCC is attached.<sup>118</sup> In performing such mandate, the GCG shall be governed by the following standards:

<sup>115</sup> Sec. 8, R.A. No. 10149.

<sup>116</sup> Adopted from the ADB Proposed Manual

<sup>117</sup> Adopted from the *whereas clause* of Pres. Proc. No. 50, dated 08 December 1986

<sup>118</sup> Sec. 5(a), R.A. No. 10149.



- (a) The functions or purposes for which the GOCC was created are no longer relevant to the State or consistent with the national development policy of the State;<sup>119</sup>
- (b) The GOCC's functions or purposes duplicate or unnecessarily overlap with functions, programs, activities or projects already provided by a Government Agency;<sup>120</sup>
- (c) The GOCC is not producing desired outcomes, or no longer achieving the objectives, and purposes for which it was originally designed and implemented and/ or are not cost efficient and does not generate the level of social, physical and economic returns vis-à-vis the resource inputs;<sup>121</sup>
- (d) The GOCC is dormant or non-operational;
- (e) The GOCC is involved in an activity best carried out by the private sector; or
- (f) The functions, purpose or nature of operations of any group of GOCCs require consolidation under a holding company.

**ART. 25. Determination of the Performance Objectives and Targets of GOCCs.** – The GCG, in consultation with the GOCCs and their Supervising Agencies, shall review the functions of each GOCC, identify its objectives, provide technical advice and assistance to the Supervising Agencies to which the GOCCs are attached in setting performance objectives and targets,<sup>122</sup> coordinate and monitor operations of GOCCs, ensuring alignment and consistency with the national development policies and programs, which shall include:

- (a) Reviewing the Strategy Maps and Performance Scorecards of all GOCCs covered by the Act;
- (b) Reviewing and assessing existing performance-related policies, including the compensation/remuneration of Appointive Directors and Officers and recommend appropriate revisions and actions; and
- (c) Preparing performance reports of the GOCCs for submission to the President.<sup>123</sup>

**ART. 26. Periodic Review of the Functions of GOCCs.** – The GCG shall also periodically review the functions of each GOCC and determine whether there is a conflict between the GOCC's regulatory and commercial functions. In cases of conflict, the GOCC's commercial operations may be recommended for privatization and its regulatory functions transferred to the appropriate government agency. Other plans of action may also be pursued to ensure that

<sup>119</sup> Sec. 5(a)(1), R.A. No. 10149.

<sup>120</sup> Sec. 5(a)(2), R.A. No. 10149.

<sup>121</sup> Sec. 5(a)(3), R.A. No. 10149.

<sup>122</sup> Sec. 5(i), R.A. No. 10149.

<sup>123</sup> Sec. 5(j), R.A. No. 10149.



the commercial functions of the GOCC do not conflict with its regulatory functions.<sup>124</sup>

**ART. 27. Establishment of the Performance Evaluation System.** – The GCG shall establish the Performance Evaluation System (PES) for GOCCs and shall issue the relevant implementing guidelines for the phased implementation of the system to all GOCCs covered by the Act. The following shall be the elements of the PES:

27.1. *Performance Agreements* – Performance Agreements shall be entered into for each fiscal year between the GOCC, as represented by its Board of Directors, and the State, as represented by the GCG. Such agreements shall be the product of negotiations or discussions between the GOCC and the GCG. The components of the Performance Agreement shall include the following:

- (a) *Charter Statement and Strategy Map of the GOCC* – The GOCC shall specify its vision and mission which underlie the performance criteria, targets and weights to be set out in the Performance Agreement. It shall also define its major objectives and action plans for the fiscal year, which shall define the short-to long-term, goals of the GOCC. The GOCC shall ensure that these declarations are consistent with those submitted to other Government Agencies.
- (b) *Performance Criteria* – As the indicators to be used to evaluate GOCC accomplishments, Performance Criteria shall be developed along the following basic guidelines:
  - (i) Each Performance Criterion should measure the significant outcomes, not processes, from the operations of the GOCC. The set of criteria should hence be neither too few in number or numerous so as not to make the evaluation simplistic or overly tedious. The GCG may prescribe specific categories of criteria, i.e., financial, operational, etc., to enable uniformity or comparability for certain sectors of GOCCs;
  - (ii) Generally accepted or industry-wide performance criteria, as practiced locally or internationally, may be used;
  - (iii) Performance Criteria should measure outcomes that are controllable by the GOCC management to make them fair. These should also be clearly defined, not redundant with each other, and measurable from data readily available and verifiable within the GOCC; and
  - (iv) Performance Criteria should be consistent with the Performance Measures and Major Final Outputs based on the OPIF submitted to the DBM as part of the annual Corporate Budget Call.

<sup>124</sup> Sec. 5(l), R.A. No. 10149.



- (c) *Performance Targets* – Performance Targets are the criterion values defining the levels of achievement for each criterion. The targets shall be specified over a scale to be set by the GCG, e.g. a scale from 1 to 5 defined as 1 for Poor, 2 for Good, 3 for Satisfactory, 4 for Very Satisfactory and 5 for Outstanding. The following guidelines apply to setting Performance Targets:
  - (i) The targets should be clearly defined, realistic and growth-oriented from the previous year. It should conform with the corporate operating budget adopted by the GOCC and submitted to the DBM in compliance with the annual Corporate Budget Call. The targets shall also be consistent with the sectoral targets underlying the plans and programs of the GOCC's Supervising Agency. The targets pertaining to Performance Criteria consistent with the corporate operating budget should generally be assigned a scale of 3 or Satisfactory;
  - (ii) A reasonable range for the target should be defined based on experience or industry norm. The difference between the target values defined over the 5-point scale for each Performance Criterion should generally be uniform; and
  - (iii) The method or formula of computing the Performance Target should be included in the Performance Agreement as an annex.
- (d) *Performance Weights* – To compute the composite score or rating of a GOCC for a given fiscal year, each Performance Criterion shall be assigned a weight to correspond to its stated priority in the GOCC's Charter Statement and Strategy Map. It should also reflect its relative importance to the other Performance Criteria as negotiated between the GOCC and the GCG. The sum of all the weights must add up to one-hundred percent (100%).
- (e) *Commitments/Assistance from the Government* – This section shall define the actions requested by the GOCC to be undertaken by the State in order for the Performance Targets to be realizable. These may include approval of capital projects, tariff adjustments, loans and budgetary support.
- (f) *Others* – This may include the Action Plan of the GOCC to attain the Performance Targets, the schedule of monitoring reports to be submitted or such other stipulations to be agreed between the GOCC's Governing Board and the GCG.

27.2. *Schedules* – In implementing the PES, the GCG shall consider the various reporting and compliance schedules prescribed by the Service-Wide Agencies, such as the DBM for the annual Corporate Budget Call and approval of Corporate Operating Budgets and the DOF for the fiscal programming exercise of monitored GOCCs. To be synchronized with these Agencies, the following timetable shall govern the conduct of the PES:



- (a) *Call for PES Negotiations* – The GCG shall issue the necessary circular to the GOCCs covered by PES annually specifying the necessary forms for the PES, detailed instructions for developing PES parameters and creating the PES negotiating members from the GOCC and the GCG.
- (b) *GOCC Submission of Proposed PES Parameters* – GOCCs shall submit their proposed Performance Criteria, Targets, Weights and Commitments from the State.
- (c) *Negotiation and Submission of Performance Agreements* – The negotiation of Performance Agreements between the GOCCs and the GCG shall conclude by the date set in the GCG PES circular. Thereafter the GOCC's Board of Directors and the GCG shall ratify the Performance Agreements and the same shall be disseminated by the GCG to the President, Supervising Agencies and other concerned stakeholders.
- (d) *Submission of Monitoring Reports* – GOCCs shall submit quarterly monitoring reports during the fiscal year detailing its progress in accomplishing the targets contained in the Performance Agreement. It should also disclose problems or issues requiring resolution as needed.
- (e) *Performance Scorecard* - On the succeeding year based on the schedule to be set by GCG, GOCCs shall submit to GCG their preliminary assessment of compliance to the Performance Targets or the interim Performance Scorecard disclosing the GOCC's Breakthrough Results. Upon issuance by the Commission on Audit of its report for the GOCC, the latter shall submit to the GCG its final Performance Scorecard under the Performance Agreement. The GCG shall render its evaluation and approval of the Performance Scorecard and submit its performance evaluation report for all GOCCs covered by the PES to the President.

27.3. *Performance Incentives* – The GCG shall submit for approval by the President the implementing guidelines for the grant of incentives under the PES as part of the Compensation and Position Classification System for GOCCs.

27.4. *Institutional Arrangements* – The GOCC's Board of Directors and the GCG shall form their respective technical panels duly authorized to negotiate the Performance Agreements. Such panels may include representatives from management on the part of GOCCs and the Supervising Agency, other service-wide agencies such as NEDA, and private sector industry experts on the side of the GCG.

**ART. 28. Integrated Corporate Reporting System.** – To facilitate the performance monitoring of GOCCs under the PES, the GCG shall initiate and formulate an integrated corporate reporting system (ICRS) for all covered GOCCs to meet the following objectives: (a) To streamline the various corporate reports submitted by GOCCs to the GCG and Service-Wide Agencies to prevent redundancy and ensure consistency in the content of these reports and (b) To



harmonize the frequency and timing of submission of corporate reports in order to reduce the burden on GOCCs. The ICRS for GOCCs shall be managed by the GCG and shall maintain forms control and the computerization of the database.

#### IV.

### **POLICY FRAMEWORK AND SYSTEM FOR TASKING GOCCs TO UNDERTAKE NON-COMMERCIAL PROGRAMS**

**ART. 29. Underlying Policy on Employing GOCCs to Undertake Non-Commercial Activities.** – In line with the State policy that “[t]he corporate form of organization through which government carries out activities is utilized judiciously,”<sup>125</sup> and that “[t]he operations of GOCCs are rationalized and monitored centrally in order that government assets and resources are used efficiently and the government exposure to all forms of liabilities including subsidies is warranted and incurred through prudent means,”<sup>126</sup> the following policies shall govern all National Government projects and activities employing GOCCs to undertake non-commercial activities (*i.e.*, the delivery of non-commercial goods and services to the public), hereinafter referred to as “Non-Commercial Program” or simply “Program”, thus:

- 29.1. The undertaking of Non-Commercial Programs by any of the National Government's instrumentalities and agencies shall be based on well-thought out feasibility studies that identify particularly the intended areas or sectors in which to pursue an important function of government in ensuring equity and access, delineating clearly the intended beneficiaries, and only when they have the following:
  - (a) Program objectives that are expressed in measurable terms, whether it be poverty alleviation, market access, electrification, etc.;
  - (b) Target beneficiaries that are clearly identified, including how they are chosen or prioritized;
  - (c) A Program timeframe: *e.g.*, one time, 5 years, open-ended;
  - (d) A clear process for monitoring activities and outputs; and
  - (e) An Impact Assessment/Evaluation (Cost-Benefit Analysis, etc.) of the Program.
- 29.2. As much as possible, all Non-Commercial Programs shall be pursued through appropriate Government Agencies, and not through the GOCC Sector, in order to ensure compliance with the State policy that the corporate form of organization through which government carries out activities is utilized judiciously.
- 29.3. When it becomes necessary in specific cases that a Non-Commercial Program be pursued through a targeted or designated GOCC, the primary means of engagement of the GOCC shall be

<sup>125</sup>Sec. 2(a). R.A. No. 10149.  
<sup>126</sup>Sec. 2(b). R.A. No. 10149.



through the "Project Implementation Mode" – separate and distinctly pursued from the primary purpose and operations of the GOCC, in order to ensure that:

- (a) The primary accountability of the Governing Board of the implementing GOCC under its Charter or Articles of Incorporation, and the objectives for which the GOCC was originally infused with equity/subsidy shall remain clear, binding and for which accountability can be maintained;
- (b) The Program Funds come into the GOCC coffers separately accounted for and cannot be used nor diverted for activities of the GOCC outside of the Program;
- (c) The responsibility and accountability of the GOCC, acting through its Governing Board and its Management, for meeting the obligations of the Program shall be separately monitored and reported; and
- (d) The Program Funds, activities and results, cannot be used to hide or conceal the underperformance of the GOCC in its primary objectives and operation for which it has been originally organized by the National Government.

29.4. The employment of a GOCC to undertake Non-Commercial Programs must be shown to be one of necessity through a formal feasibility study that clearly indicates how the objectives of such Program can best be realized through the GOCC Sector:

- (a) The Program must have been conceived, planned and developed with a particular existing Societal/Developmental GOCC as the target Implementing GOCC, with a well-established record of effective project-delivery, and identifying the particular competence of the GOCC that makes it a prime candidate to be the Implementing GOCC, under the following parameters:
  - (i) All Societal/Developmental GOCCs which have failed to meet the targets and objectives of their primary franchise are disqualified from being considered as Implementing GOCCs;
  - (ii) By the nature of the importance of the respective primary franchise and the power they wield over the market, purely Regulatory GOCCs shall be disqualified from being considered as Implementing GOCCs;
  - (iii) The Program must not contravene or undermine the primary purposes for which the target GOCC has been constituted and for which it primarily operates;
  - (iv) Any Program coursed through an Implementing GOCC shall not be integrated into its primary corporate operations (i.e., not to be infused as equity of, or subsidy to, the implementing GOCC), but as a separate Project, with the funds intended for the Program being handled



and accounted for by the Implementing GOCC exclusively for the Program, and not to be commingled with the general funds of the implementing GOCC; and

- (v) The Implementing GOCC may charge an administration fee against the Program Funds (which it shall report as income to its main operations), but in no case to exceed twenty percent (20%) of the total Program Funds, the intention being that the bulk of the Program fund shall be expended to achieve the non-commercial objectives of the Program and benefit as much of the intended beneficiaries as possible.

(b) If the Program requires the creation of a new GOCC:

- (i) The Program must be coursing through the GCG pursuant to Section 27 of the Act, for its review and recommendation to the President for approval before registering the new GOCC with the SEC, accompanied by:

- The proposed Articles of Incorporation and By-laws, defining its primary purpose as a Societal/Developmental Corporation;
- The nature and amounts of the National Government infusion into its capital, and the program of subsidies that would be required; and
- A Program Map defining clearly the objectives sought to be achieved and its role in national development; metrics to measure achievement of the objectives; reportorial requirements for the proper monitoring of the results of operations, etc., with a clear delineation when the Program is deemed to have been achieved, or declared not cost-efficient and/or does not generate the level of social or developmental returns originally intended.

(c) The use of non-Societal/Developmental GOCCs (i.e., Proprietary Commercial Corporation, Government Financial, Investment and Trust Institution, Corporations with Regulatory Functions) for Non-Commercial Programs shall be allowed only when it is demonstrated clearly in the submitted feasibility study that the Program objectives can be best achieved through an identified non-Developmental/Social GOCC, but always under the following parameters:

- (i) The National Government Proponent shall cooperate with the GCG and the target GOCC in evolving the Program to achieve the following objectives:

- Validating the necessity of coursing the Program through the target GOCC and identifying the particular competence or features of the target



GOCC that necessitates its handling of the Program; with a confirmation that there is no societal/developmental GOCC existing that can handle the Program;

- Ensuring that the pursuit of the Program shall not contravene or undermine the primary purpose and operation of the target GOCC; and
  - Adopting the proper parameters under the Project Implementation Mode to ensure that it achieves the Program's main objective of delivering the non-commercial goods and/or services to the intended beneficiaries, without undermining the GOCC's primary franchise that focuses on improving productivity, efficiency, financial viability and market competitiveness, and further ensure that the pursuit of the Program does not give to the GOCC undue advantage over private sector corporations performing similar commercial activities for the public.
- (ii) The Program shall be handled by the targeted GOCC as a separate project and not to be integrated into its primary corporate operations (i.e., not to be infused as equity of, or subsidy to, the implementing GOCC), with the funds intended for the Program being handled and accounted for by the implementing GOCC exclusively for the Program, and not to be commingled with the general funds of the implementing GOCC; and
- (iii) The Implementing GOCC may charge an administration fee against the Program funds (which it shall report as income to its main operations), but in no case to exceed twenty percent (20%) of the total Program funds, the intention being that the bulk of the Program fund shall be expended to achieve the non-commercial objectives of the Program and benefit as much of the intended beneficiaries as possible.
- (d) In all cases, the unused funds of Program shall be accounted for and remitted back to the National Government.
- (e) There must always be a separate accounting in the books of the Implementing GOCC for the Program, and a separate report shall be issued on an annual basis to the Supervising Agency, the GCG, the NEDA and the Grantor, and published in the GOCC's website.



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## V.

ADR IN THE GOCC SECTOR

**ART. 30. ADR Policy.** – Pursuant to Presidential Decree No. 242,<sup>127</sup> and the State policy embodied in Section 10, Chapter 3, Book VII of the Administrative Code of 1987,<sup>128</sup> to encourage amicable settlement, comprise and arbitration, and in order to expedite administrative proceedings involving conflicting rights or claims and obviate expensive litigations, every Government Agency shall, in all disputes involving GOCCs and Subsidiaries, continue to administratively settle or adjudicate such claims as provided for in existing laws, rules and regulations.

**30.1. In Cases Involving Purely Questions of Law.** – In all cases involving only questions of law, the same shall be submitted to and ruled upon by the Secretary of Justice, whose ruling or determination of the question in each case shall be conclusive and binding upon all the parties concerned, unless otherwise directed by the President of the Philippines.<sup>129</sup>

**30.2. In Cases Involving Mixed Questions of Law and of Facts or Only Factual Issues.**<sup>130</sup> – In cases involving mixed questions of law and of fact, or only factual issues, they shall be submitted to and ruled upon by:

(a) the Secretary of Justice, with respect to disputes where one of the parties is a GOCC and the other party(ies) is a Government Agency which is not a GOCC;

(b) the Government Corporate Counsel, with respect to disputes or claims or controversies solely between or among GOCCs;

The disputes, claims or controversies shall be settled or adjudicated in accordance with the published rules of the Department of Justice or the Office of the Government Corporate Counsel, as the case may be.

**30.3. Unless otherwise directed by the President of the Philippines,** the final rulings or decisions rendered in the settlement or adjudication of all such disputes, claims or controversies shall have the same force and effect as final decisions of the courts of justice.

<sup>127</sup> Entitled "Prescribing the Procedure for Administrative Settlement or Adjudication of Disputes, Claims and Controversies Between or Among Government Offices, Agencies and Instrumentalities, Including Government-Owned or Controlled Corporations, and For Other Purposes," dated 09 July 1973.

<sup>128</sup> Executive Order No. 292, s. 1987.

<sup>129</sup> Sec. 2, P.D. No. 242.

<sup>130</sup> Adapted from Sec. 3, P.D. No. 242.



## VI.

MISCELLANEOUS PROVISIONS

**ART. 31. Amendments.** – This Manual may be amended by the GCG through the issuance of a memorandum circular duly published in the GCG's website and copy formally submitted to the UP Law Center.

**ART. 32. Effectivity.** – This Manual shall be effective fifteen (15) days after it is published in the GCG's website and from the date formal copy is received by the UP Law Center.

ADOPTED this \_\_\_\_\_ day of September, 2012.

CESAR L. VILLANUEVA  
Chairman

CESAR V. PURISIMA  
Secretary, Department of Finance  
(DOF)

MA. ANGELA E. IGNACIO  
Commissioner

FLORENCIO B. ABAD  
Secretary, Department of Budget and  
Management (DBM)

RAINIER B. BUTALID  
Commissioner

—oOo—

APPROVED / DISAPPROVED:



PRESIDENT BENIGNO S. AQUINO III

NOV 28 2012





